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By- Riese, Russell L.
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This annual report contains the text of the Council's resolutions on faculty salaries and benefits, on administrative salaries, and on librarians' salaries and benefits. It also contains comments by the Council staff, a summary of its findings, and background on the comparison institutions and data collection. The report examines only five high-ranking faculty categories. Next year's will be extended to cover other state-funded positions. The five sections of the report are (1) faculty market conditions, (2) faculty data, (3) faculty salaries, (4) salaries for selected administrative positions and librarians, and (5) faculty fringe benefits. Appended are (1) faculty and salary data, (2) job descriptions for librarians, (3) library holdings (California institutions compared with other institutions), and (4) a Senate concurrent resolution on the submission of these annual reports by the Coordinating Council for Higher Education, the University of California, and the California State Colleges. (HH)

ANNUAL REPORT
ON
SALARIES AND OTHER BENEFITS AT THE CALIFORNIA STATE COLLEGES AND THE UNIVERSITY OF CALIFORNIA

1968 - 69

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ACKNOWLEDGMENTS

The Council wishes to acknowledge its appreciation to the comparison institutions for their cooperation in making available salary data and other information used in this report. Every effort has been made to present the data in such a way that it can not be identified with the name of any particular institution.

Council reports are generally developed by a task force composed of Council staff members under the general direction of a project leader supplemented by advisory committees. Members of the task force for this report included Dr. S. W. Brossman, Dr. Franklin Matsler, Mr. Robert Conly, Mr. Bert Simpson, Mr. Thierry Koenig, and several graduate students from Sacramento State College and the University of California at Davis who are employed by the Council.

An Ad Hoc Advisory Committee which reviewed the scope of the study and methods and procedures consisted of Dr. C. Mansel Keene, Assistant Chancellor of the California State Colleges; Mr. Milton Dobkin, Faculty Recruiting Specialist for the State Colleges (later replaced by Dr. R. Deane Branstetter, San Diego State College); Mr. Robert L. Harris, Assistant Chief Budget Analyst, State Department of Finance; Mr. Krist Lane, Assistant Administrative Analyst, Office of the Legislative Analyst, Dr. Archie L. McPherran, Acting Chief, Division of Higher Education, State Department of Education; Mr. Charles Hitch, then Vice President for Business Affairs, now President of the University of California (later replaced by Mr. John E. Keller, Director of Analytical Studies); Dr. Angus E. Taylor, Vice President for Academic Affairs, University of California; Dr. S. W. Brossman, and the Project Leader from the Council staff.

The following Technical Advisory Committee, consisting of specialists in the field of compensation in private industry, provided advice on technical matters associated with the study: Mr. Frank Chabre, North American Aviation; Mr. Dallis Perry, Systems Development Corporation (later replaced by Mr. Ken Foster and Mr. Hal Willson of Systems Development Corporation); Dr. Richard P. Howell, Stanford Research Institute; Dr. Richard H. Peairs, American Association of University Professors; Mr. Dwight M. Ramsey, Aerospace Corporation; Dr. Saadia M. Schorr, TEMPO, and Mr. Elmer Williams, Griffenhager-Kroeger, Inc.

Russell L. Riese
Project Leader

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
OFFICE OF EDUCATION

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SALARIES AND OTHER BENEFITS AT THE CALIFORNIA STATE COLLEGES AND THE UNIVERSITY OF CALIFORNIA

1968-69

Coordinating Council for Higher Education

Report No. 1031

April, 1968

Coordinating Council for Higher Education
1020 Twelfth Street
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COORDINATING COUNCIL
FOR HIGHER EDUCATION

Resolution on Faculty Salaries and Benefits at the California State Colleges and the University of California

WHEREAS, The Coordinating Council for Higher Education is required by Senate Concurrent Resolution No. 51 of the 1965 General Legislative Session to report on faculty salaries and benefits of the California State Colleges and the University of California; and

WHEREAS, The Council has developed a report based upon surveys of the eighteen comparison institutions of the State Colleges and the eight comparison institutions of the University in order to provide recommendations on 1968-69 faculty salary, countable fringe benefit, and special benefit levels: now, therefore, be it

RESOLVED, That the Council recommends that the Governor include in his 1968-69 budget and that the Legislature in 1968 appropriate funds to provide an all-ranks average salary increase of 5.5% for the faculty of the University and 10% for the State Colleges in order to maintain the competitive positions of the University and the State Colleges; and

RESOLVED, That the Council recommends that the Governor include in his 1968-69 budget and that the Legislature in 1968 appropriate funds to be used in the budget year 1969-70 a sum of at least 5.7% of the total salaries of State College faculty in regular ranks to be used for salary increases for faculty in regular ranks in 1969-70 and a sum of at least 5.3% of the total salaries of University faculty in regular ranks to be used for salary increases for faculty in regular ranks in 1969-70; and be it further

RESOLVED, That the Council recommends that the Governor include in his 1968-69 budget and that the Legislature in 1968 appropriate funds to augment the average faculty countable fringe benefits in the amounts of 0.9% of the 1968-69 average faculty salary level for the University of California, and of 3% for the State Colleges; and be it further

RESOLVED, That the Council recommends that the Governor include in his 1968-69 budget and that the Legislature in 1968 appropriate funds to augment special fringe benefits for the faculty of the State Colleges as follows:

1. Increase combined special and sabbatical leaves from 5.1% to 7.5% of the full-time faculty, plus 2.5% for catch-up purposes.

2. Increase travel funds by $56.00 per faculty position for use by faculty for travel to professional meetings.

3. Increase on-campus interview expense allocation to a total of $75,000 to provide for interviews associated with vacancies in the State Colleges.

RESOLVED, That the Council recommends that the Legislature appropriate faculty salary and countable fringe benefit increase funds early in the 1968 session in order to enhance recruitment efforts of the University and State Colleges.

Adopted December 6, 1967

COORDINATING COUNCIL FOR HIGHER EDUCATION

Resolution on Administrative Salaries at the California State Colleges

WHEREAS, The Coordinating Council for Higher Education was requested by the Assembly Ways and Means Committee on May 22, 1967, to report on salaries and benefits of administrative and related classes, and all other academic-related classes which are not otherwise included under the designation of faculty; and

WHEREAS, The Council has developed a report based upon surveys of comparison institutions for the California State Colleges in order to provide recommendations on 1968-69 selected administrative salary levels: now, therefore, be it

RESOLVED, That the Council recommends that the Governor include in his 1968-69 budget and that the Legislature in 1968 appropriate funds for the State Colleges to provide:

1. Average 12-month salaries for vice-presidents for academic affairs equivalent to average 9-month salaries for professors plus 60%.
2. Average 12-month salaries for academic deans equivalent to average 9-month salaries of professors plus 40%.
3. Average 12-month salaries for division chairmen/associate deans equivalent to average 9-month salaries of professors plus 26%; and be it further

RESOLVED, That the Council recommends that the Legislature appropriate administrative salary and countable fringe benefit increase funds early in the 1968 session in order to enhance recruitment efforts of the State Colleges.

Adopted December 6, 1967

COORDINATING COUNCIL
FOR HIGHER EDUCATION

On December 6, 1967, the Council adopted recommendations on faculty salaries for the University and the State Colleges and recommendations on the positions of vice-presidents-academic affairs, academic deans, and associate deans/division chairmen at the State Colleges. The Council held over until February consideration of compensation for librarians in the State Colleges and University and selected administrative positions in the University.

Resolution on Salaries and Benefits for Librarians at the State Colleges and the University of California and Selected Administrative Positions at the University

WHEREAS, The Coordinating Council for Higher Education was requested by the Assembly Ways and Means Committee on May 22, 1967, to report on salaries and benefits of administrative and related classes and all other academic-related classes which are not otherwise included under the designation of faculty; and

WHEREAS, The Council has developed a report based upon surveys of comparison institutions for the California State Colleges and the University of California in order to provide recommendations on 1968-69 salaries for five selected administrative classifications and for librarians; and

WHEREAS, The Council finds that while the practice of basing salary range adjustments on comparison institutions is appropriate for broad classes such as "faculty" and "academic related", it is not appropriate for specific titles, ranks, disciplines and classifications, where adjustments must be made by each segment which reflects its own assignment of functions and organization as well as local market conditions; and

WHEREAS, The Council finds as a result of its discussion of librarians it is not desirable to continue the procedure of analysis of specific classes in academic-related employees: now, therefore, be it

RESOLVED, That the Council transmits to the Legislature and the segments for their information and use the supplement to the "Annual Report on Salaries" reporting results of a comparison of salaries of librarians and other administrative classes; and be it further

RESOLVED, That the Council staff is requested to prepare a study and recommendations prior to the October meeting of the Council on an appropriate method and procedure to be used in determining the amount to be included in the budget each year for range increases for academic-related employees.

Adopted February 20, 1968

STAFF COMMENTS

Collection of Data

Data From Comparison Institutions

This year for the first time the Council staff participated in the collection of data for the report. This participation was limited to the State College comparison institutions. Considerably more data were obtained through these visits than had been available for previous reports. By contrast, the University data is incomplete and fragmentary. For all future reports on recruitment, salaries and benefits, the staff should collect data from comparison institutions of the University as well as the State Colleges.

Salary Policies and Practices

University of California

1. Effective July 1, 1968, chairmen of departments (except for the Schools of Medicine and Agriculture) may receive extra compensation for service during their off-duty quarter. The compensation is a function of FTE faculty and departmental annual budget, including extramural funds. Extramural funds include all non-state funds. In order to insure that the State does not pay for full services of department chairmen in departments that derive a substantial portion of their budget from contracting agencies, the Regents of the University should consider prorating extra compensation for department chairmen on the basis of sources of funds.

2. The Regents of the University should review the vesting policy of the University of California Retirement System with a view toward bringing the policy in line with vesting recommendations (i.e., vesting in five years) of National Education Association, Association of American Universities, Association of American Colleges, and the American Association of University Professors.

California State Colleges

1. In the last two faculty reports the Council has commented on the two different salary schedules (Class I and II) for faculty members in the State Colleges: Class I for faculty without doctorates and Class II for those with earned doctorates or their equivalents. The Trustees on July 27, 1967, adopted unanimously a resolution recognizing that the system of multiple classes for salary levels within steps of ranks is not appropriate for higher education and calling for combination of Class I and Class II effective no later than September 1, 1968.

2. The State Colleges currently pay 9-month salaries in 12 equal installments. When a person joins the faculty in September he receives his first payment approximately September 30 and the last payment on approximately August 30 of the following calendar year. Any raises granted by the State Colleges become effective July 1--the beginning of the fiscal year. This procedure means that when a riase is granted and an individual separates from the State Colleges, either voluntarily or involuntarily, he receives two payments which include the raise, although he was separated and may be working for another employer. The Trustees should review this procedure to insure that terminating employees do not receive salary increases after their departure.

3. The staffing pattern for professional librarians in the State Colleges concentrates librarians in the lower ranks. Salaries of comparison institutions projected to 1968-69 indicate an estimated average salary of $9,888. However, when average salaries for professional librarians in the comparison institutions are adjusted to the State College staffing pattern, the adjusted all-ranks average is computed to be $9,515. If the State Colleges operated with the same distribution among the five librarians, $128,685 would be required to upgrade and employ qualified librarians at higher classification levels ($373 x 345 professional librarians).

   Not only should the State Colleges evaluate the skewed staffing pattern, but the State College should also increase the salary for the entry professional level (Librarian I) to a value more nearly that offered by the comparison institutions. The decrease in individuals employed in the Librarian I classification may be due to the fact that salaries for this classification are too low to attract librarians beginning in the profession. The amount of $128,685 will provide funds to adjust the average salary of librarians to that of the comparison institutions. Since the amount is computed on a total average basis, it is adequate to increase the salaries for the entry level and at the same time will provide funds for necessary adjustments in the staffing pattern. Initially the State Colleges indicated that they could not adjust the staffing pattern for librarians within one year because only a limited number of the present librarians meet the qualifications of higher classifications. In order to bring in new librarians from a very difficult market, several years of gradual improvement may be necessary. After further review, the State Colleges have developed and presented a plan for adjustment. That portion of the plan which deals with staffing pattern adjustments, with minor dollar adjustments in order to come within the above total appears to be feasible.

General Comments on Salaries for Professional Librarians

Two methods of comparison of salaries for professional librarians are presented. One method compares the salaries for professional librarians at the comparison institutions, adjusted to the staffing pattern for the California segments, with salaries at the California segments. The second method compares the relationships between professional librarian salaries and average faculty salaries.

The two methods lead to different results, but the difference is small. For the State Colleges, direct salary comparisons indicate a need for $128,685 to adjust the staffing pattern, while a comparison based on salary relationships and recommended faculty increases indicate a need for $170,775.[1] For the University, direct comparisons indicated a need for 6.4% increase for professional librarians, while a comparison based on relationships to recommended faculty increases indicates a need for 6.7% increase.[2]

Irrespective of the basis for recommendation, the Board of Trustees for the State Colleges should give priority to improving the staffing pattern for professional librarians within the funds available.

The staff prefers the method based on the relationship of professional librarian salaries to faculty salaries. Since librarians are classified as faculty-related employees for salary purposes in both segments, the establishment of suitable relationships is consistent with California practice. By establishing relationships the Council will not need to gather salary data on librarians each year. The relationship could apply for an extended period of time and be re-examined at intervals of several years only. A cycling period of five years appears reasonable.

Head Librarians -- California State Colleges

Recommendations on salaries for head librarians can be derived in many different ways. Each method will probably produce a different result. The following methods warrant consideration:

1. A recommendation based on averages.

   In 1967-68 the average salary for head librarians in the State Colleges is $1,918 (9%) below that of the comparison institutions. A recommendation based upon the average or arithmetic mean is not advisable for two reasons: (1) the sample (17 institutions reporting with useable data from 16 institutions) is far too small and (2) a disproportionately small salary or a disproportionately large salary paid to one employee of a group, particularly a small group, will cause the average salary of the group based upon the arithmetic mean to give an unfair impression of the salaries of the group as a whole.

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[1] This relationship is based upon average 12-month salaries for professional librarians (excluding head librarians) equal to 0.77 times the average 9-month salaries for instructional faculty.

[2] This relationship is based upon average 12-month salaries for librarians (excluding head librarians) equal to 0.744 times the average 9-month salaries for instructional faculty.

2. A recommendation based on the median.

   The median is based upon all measures, each of which has equal influence. The median is not unduly influenced by the extreme measures. A median of all values does not reflect the effect of the size of the institution.

3. A recommendation based upon the inner quartiles.

   A recommendation based upon the inner quartiles would lead to defining a range of salaries. It has been the practice of the Council to avoid the definition of salary ranges; the definition of salary ranges is an internal policy of the segments.

4. A recommendation based on relationships to faculty salaries, including recognition of institutional size.

   The State Colleges classify head librarians as academic-administrative employees. That is, the position is administrative and salaries for the position are related to faculty salaries. A recommendation which establishes a differential is in line with the practice of many institutions and the State Colleges. Such a recommendation is advantageous because once a differential rate is established, it need not be reviewed each year. The rate need be reviewed only in intervals of several years.

The procedure used to develop a properly related differential for salaries for head librarians is the same as that used for other administrative classes considered earlier. The procedure relies on medians which are not unduly influenced by extreme values and takes into account the size categories of the respective institutions. The range of duties and levels of responsibilities demanded of a position of the same title vary among institutions. The size of an institution is an important factor affecting the difficulty and level of these responsibilities. The principle that a given administrative position is generally more demanding at larger institutions is confirmed by many studies.

Recommendations based on these procedures lend themselves to checking for reasonable consistency with results from other studies of administrative salaries in institutions of higher education.

The recommendation that 12-month salaries for head librarians be related to 9-month professors' salaries by a factor of 1.18 more realistically portrays the situation that exists than does relationships derived by other procedures.

Administrative Salaries -- University of California

Interim recommendations could be developed for the administrative positions in question at the University using other sources and institutions for a basis. However, even when this is done, the results should be checked against data from a consistent group of comparison institutions in order to perserve proper relationships. Since the University indicated other of the comparison institutions will respond to their request at a later date, the Council can stand ready to consider recommendations on these administrative groups any time after the University has obtained the data and submits the data to the Council staff for review and formulation of a recommendation for Council consideration and adoption before recommendations are made to the Governor and the Legislature.

Recommendations of the Council on faculty salaries and fringe benefits and other categories of employment are based upon the principle of comparability which California has enunciated from time to time for all employees of the State. Recommendations can be formulated only if the comparison institutions will exchange the desired information. One of the criteria for the selection of institutions for salary comparisons is that the institutions are willing to exchange information. When institutions decline to reply to requests, other methods must be developed or changes must be made in the groups of comparison institutions.

Improvement of Competitive Position

Funds for salary increases for 1967-68 were appropriated late in the 1967 Session of the Legislature. Thus, neither the State Colleges nor the University was able to indicate firmly salaries which prospective faculty could expect. The State Colleges were in a better position than the University, for the 1966 Session of the Legislature had set aside funds for a 5% increase in State College faculty salaries in the 1967-68 academic year. However, lack of knowledge of what the Legislature would finally appropriate and what the Governor would approve placed both segments at serious disadvantages in the competition for faculty.

Last year the Council advised the Governor and the Legislature to set aside an amount equal to 5% of faculty salaries at the University and State Colleges, to be used for increasing faculty salaries for 1968-69. The Legislature appropriated this money but the Governor struck it from the budget.

Projecting salaries paid by comparison institutions of the State Colleges to the year 1969-70 yields the following results:

	1968-69	1969-70
Professor	$17,696	$18,806
Associate Professor	13,190	13,938
Assistant Professor	10,718	11,260
Instructor	8,200	8,605
Adjusted all-ranks average	$13,039	$13,780

The above figures reveal that an increase of at least 5.7% will be needed in 1969-70 in order for the State Colleges to compete adequately for faculty.

Projecting salaries paid by comparison institution of the University to the year 1969-70 yields the following results:

	1968-69	1969-70
Professor	$19,057	$20,045
Associate Professor	13,416	14,167
Assistant Professor	10,591	11,151
Instructor	8,302	8,732
Adjusted all-ranks average	$13,597	$14,316

The above figures reveal that an increase of at least 5.3% will be needed in 1969-70 in order for the University to compete adequately for faculty.

Observations

1. Faculty salaries in the State Colleges will need to be increased by at least 5.7% in 1969-70 over and beyond the 10% increase found to be needed for 1968-69.

2. Faculty salaries in the University will need to be increased by at least 5.3% in 1969-70 over and beyond the 5.5% increase found to be needed for 1968-69.

To date, the Council has not advised the Governor and the Legislature that funds are needed to improve the competitive positions of the State Colleges and the University. The State Colleges state in their proposal for salary increases that they desire to be at the first quartile among their comparison institutions. State College figures indicate that an additional increase of 6.85% would be required for this purpose. Placing the University at the first quartile among its comparison institutions would require an additional increase of 10.5%.

There are grave statistical problems involved in the use of rankings among comparison institutions as a measure of the competitive position of a segment. Chief among these problems is that of the distribution of faculty by rank in the segments and in the comparison institutions. A rapidly growing college or university adds many faculty at lower ranks. A relatively stable college or university adds many faculty at lower ranks. A relatively stable college or university has a much larger proportion of its faculty at higher ranks. Thus, the all-ranks average in a growing institution will usually be lower than the all-ranks average in a stable competitive institution. Using ranking among institutions as the sole criterion of competitive position over simplifies the problem.

Almost no research about the supply of and demand for faculty takes the size of the demand into account. California's demand is and will continue to be massive. No other state enters the market for faculty with a demand close to the 2,196 faculty needed by the University and the State Colleges for 1967-68. Where demand is massive, the likelihood that it can be filled may be a function of the attractiveness of the compensation which is offered. The staff doubts that average offers will prove adequate when demands for faculty are substantially above average.

Last year the Council staff suggested that the competitive positions of the University and of the State Colleges be improved by an additional increase equal to that anticipated for an additional year in the future. This procedure, in effect, would place these two segments a year ahead of their comparison institutions and so would enable them to make more attractive offers in order to fill their massive demands for faculty. If this procedure were used now, an added increase of 5.7% would be required for the State Colleges and 5.3% for the University.

Observations

1. An additional increase of 5.7% would place the State Colleges about one year ahead of their comparison institutions.

2. An additional increase of 5.3% would place the University about one year ahead of its comparison institutions.

SUMMARY OF FINDINGS

Faculty Market Conditions

Many scholars have written on the subject of supply and demand for faculty in institutions of higher education: some of those scholars predict a shortage of qualified faculty, and others predict an adequate supply. Nevertheless, the following observations may be made:

1. Colleges and universities throughout the United States face a major task of expansion.
2. Critical faculty shortages exist, and will continue to exist, in certain fields of study.
3. Problems in recruiting and retaining qualified faculty will be greatest in institutions that cannot offer prestige, security and authority.

Faculty Data

The following trends are noted:

University of California

1. The proportion of University tenured faculty to total faculty has stabilized in the past two years and rose somewhat in 1967.
2. Among the University's regular faculty ranks, there is a decline in the percentage holding doctorates.
3. The proportion of University faculty in irregular ranks declined in 1967.
4. The percentage of University faculty in irregular ranks holding the doctorate increased in 1967.
5. University faculty turnover in regular ranks is higher than national estimates for higher education and is rising.
6. The destinations of a major portion of faculty leaving the University are other colleges and universities outside California.
7. The largest source of new faculty at the University is graduate schools.
8. Although the proportion of unfilled positions in the University on July 15, 1967, is less than it was a year ago, the number of vacant positions is high for this late date (July) in the recruiting cycle.

California State Colleges

1. The proportion of State College part-time faculty to full-time faculty is higher in 1967 than it has been in past years.
2. The trend of increasing percentage of State College faculty in the upper two ranks is continuing.
3. The decline in the proportion of State College faculty holding the doctorate is continuing.
4. Total faculty turnover continues at a high rate. The recent increase is due largely to a substantial increase in State College-initiated resignations.
5. A majority of State College faculty resigning go to other institutions of higher education.
6. The largest source of State College faculty is out-of-state colleges and universities.
7. The proportion of new State College faculty coming from out-of-state is declining.
8. The number and proportion of unfilled faculty positions in the State Colleges on July 15, 1967, is greater than in 1966.

Faculty Salaries

University of California

1. The average faculty salary increase necessary for the University to achieve comparability with its eight comparison institutions is $705, or 5.47%.

2. Ranking of faculty salaries for the University and its comparison institutions shows the following positions for the University:

   a. 4th position in 1963-64
   b. 6th position in 1964-65
   c. 6th position in 1965-66
   d. 7th position in 1966-67
   e. 7th position in 1967-68

3. If the University were granted a 5.5% increase in faculty salaries in 1968-69, the University would continue in 7th position.

California State Colleges

1. The average faculty salary increase necessary for the State Colleges to achieve comparability with their eighteen comparison institutions is $1,189 or 10.03%.

2. Ranking of faculty salaries for the State Colleges and their comparison institutions show the following positions for the State Colleges:

   a. 14th position in 1963-64
   b. 17th position in 1964-65
   c. 11th position in 1965-66
   d. 11th position in 1966-67
   e. 13th position in 1967-68

3. If the State Colleges were granted a 10% increase in faculty salaries in 1968-69, the State Colleges would rank 10th in 1968-69.

Professional Librarians

1. A majority of full-time professional librarians in institutions of higher education which offer educational programs of four or more years are employed for 12 months.

2. The meaning of "academic status" of librarians needs definition. More study of the status of librarians is needed.

3. At least one state that has conducted a major study of supply and demand for qualified professional librarians concludes there is an acute shortage of librarians.

4. Librarians in the comparison institutions and in the University and State Colleges receive the same countable fringe benefits extended to faculty.

University of California

1. A change in the staffing pattern for librarians at the University between 1966 and 1967 indicates a shift from the lower classifications to the upper classifications.

2. The current staffing pattern for librarians at the University is of such a nature that the over-all effect is comparable to the pattern of the comparison institutions.

3. The average salary for professional librarians in the University is less than that paid by the comparison institutions.

4. The University classifies librarians as "other academic". This classification means that salaries for librarians are directly related to faculty salaries; in the past, librarians have received faculty salary increases.

5. For the comparison institutions average 12-month salaries for professional librarians are related to average salaries for full-time 9-month instructional faculty by a factor of 0.744.

California State Colleges

1. The number and percentage of unfilled professional librarian positions in the State Colleges have increased steadily since 1964.

2. The number of professional librarians at the State Colleges holding the doctorate is declining.

3. Average salaries for professional librarians in the State Colleges in 1967-68 are above the estimated average annual salaries for professional librarians in the comparison institutions for 1968-69.

4. Currently, average salaries for professional librarians in the State Colleges are approximately 6.3% above those in the comparison institutions.

5. The staffing pattern for professional librarians in the State Colleges concentrates personnel in the lower ranks.

6. Salaries for the entry professional level in the State Colleges are lower than those in the comparison institutions by approximately 8.6%.

7. The State Colleges classify librarians as academic-related employees. This classification means that salaries for librarians are directly related to faculty salaries and, in the past, have received faculty salary increases.

8. For the comparison institutions average 12-month salaries for professional librarians are related to average salaries for full-time 9-month instructional faculty by a factor of 0.77.

Head Librarians

University of California

1. The University was unable to obtain from its comparison institutions adequate data on salaries paid head librarians to permit an analysis.

2. The average 12-month salary of head librarians at the University is $20,888 in 1967-68. This figure is equivalent to a ratio of 1.145 to the average 9-month salary of professors.

California State Colleges

1. Average salaries for head librarians in the comparison institutions in 1967-68 is $21,337; in the State Colleges, $19,419.

2. The median ratios of average annual salaries of head librarians to those of 9-month professors within the comparison institutions are 1.37 for large institutions and 1.09 for medium and small institutions. These ratios compare favorably with national ratios of 1.3 and 1.1, respectively.

3. If ratios for the comparison institutions are applied to the State Colleges, the over-all average ratio would be 1.18. Currently, the relationship in the State Colleges is 1.23.

Administrative Salaries

Chief Academic Officer

University of California

a. The University was unable to obtain sufficient data for analysis; no recommendations on salaries for vice-chancellors, deans, associate deans, and department heads can be made at this time.

b. At least two of the University's comparison institutions have indicated that data will be forthcoming. At a later date the Council may be able to comply with the statement adopted by the Assembly Ways and Means Committee and transmit recommendations to the Governor and the Legislature.

California State Colleges

a. The current salary practice in the State Colleges provides for a 35.5% differential for vice-presidents (12 months) over a 9-month professor's salary.

b. The ratios of vice-presidents' 12-month average salaries at different sized public universities to professors' average 9-month salaries at large public universities are as follows:

1.74 for public universities with enrollments of 10,000 or more

1.47 for public universities with enrollments between 5,000 and 9,999

1.38 for public universities with enrollments less than 5,000

c. If the ratio of vice-presidents' 12-month average salaries to professors' average 9-month salaries at the State Colleges were (1) the same as the ratio at other public universities and (2) if these ratios reflected the size of State College campuses with authorized vice-president positions, the ratio would be 1.597.

Department Heads

University of California

a. The University was unable to provide data on department chairmen for its comparison institutions.

b. The 1967-68 average salary for nine-month department chairmen in the University is $17,715; for twelve-month appointees, $21,210. The corresponding salaries for 1966-67 were $16,950 and $19,976 respectively.

c. In the application of the University's new policy of continuing service of department chairmen during their off-duty quarter, chairmen will receive compensation from state sources based upon the amount of departmental funds, some of which may be state funds and others of which may be funds derived from outside contracting agencies.

California State Colleges

a. Four of the State College comparison institutions do not provide additional compensation to department chairmen, ten negotiate suitable salaries, and the remaining provide a salary above that of class-and-rank through an administrative stipend.

b. The State Colleges do not provide extra compensation to department chairmen.

Academic Deans

University of California

a. Data on salaries for academic deans at the University's comparison institutions are not available.

b. The University reports a total of 39 deans in 1967-68; five appointed on a 9-month basis, with an average salary of $27,245, and 34 appointed on a 12-month basis, with an average salary of $26,930.

c. The ratio of salaries in the University for 12-month deans to salaries for 9-month professors exceeds 1.47, which is higher than the average ratio for large public or private universities. If the University campuses had ratios similar to other institutions of the same size, the anticipated ratio would be approximately 1.31.

California State Colleges

a. In 1967-68 the average 12-month average salary for academic deans at the State College comparison institutions is $24,600; at the State Colleges it is $20,464.

b. The current State College salary schedule provides a 22.8% differential in 12-month deans' salaries above 9-month professors' salaries.

c. Among public institutions the ratios of mean salaries of 12-month academic deans to mean salaries of 9-month professors at large institutions are as follows:

1.41 for institutions with an enrollment of 10,000 or more

1.33 for institutions of 5,000 to 9,999

1.22 for institutions of under 5,000

d. If these ratios are applied to the relative sizes of the State College campuses, the estimated over-all ratio is 1.326.

Associate Deans/Division Chairmen

University of California

a. Data are not available on associate deans in the University's comparison institutions. (The University has no division chairmen.)

b. For 1967-68 the University reports a total of 21 associate deans; 15 are employed for 9 months at an average salary of $22,278, and 6 are employed for 12 months at an average salary of $22,498.

California State Colleges

a. Seventy-nine of the State College division chairmen/associate deans in 1967-68 are on 12-month appointments and receive an average salary of $16,696. Ninety-nine of the associate deans/division chairmen in the State College comparison institutions are on 12-month appointments; their salaries average $21,751.

b. The State Colleges do not provide a salary differential for division chairmen/associate deans.

c. Nationally, the ratio of average 12-month salaries of division chairmen/associate deans to average 9-month salaries of professors at large public institutions is 1.34 for large public institutions, 1.25 for medium-sized public institutions, and 1.19 for small institutions.

d. If these ratios are applied to the State Colleges, the average ratio of salaries of division chairmen/associate deans to salaries of professors would be 1.264.

Countable Fringe Benefits

Retirement

University of California

a. Of the University's comparison institutions, five offer Teachers Insurance and Annuity Association (TIAA) programs. Two programs are state-sponsored; one is private with TIAA-CREF as an option. Contributions by the employee vary from 7% of base salary to no contributions at all. Contributions by employer vary from 16.67% to 5.63%. The current University contribution is 11.25%. Seven of the eight comparison institutions provide coordination with Social Security benefits.

b. The University has its own retirement system which can be described as a semi-forfeiture plan. The system is not coordinated with Social Security.

California State Colleges

Two-thirds of the State Colleges comparison institutions contribute larger percentages of a faculty member's salary for retirement than do the State Colleges. Moreover, little more than half of the State College comparison institutions require smaller dollar contributions from their faculty.

Life Insurance

University of California

Data on group life insurance were not provided on the University's comparison institutions.

California State Colleges

a. Thirteen of the eighteen State College comparison institutions provide basic life insurance paid for, in part or wholly, by the institution.

b. The State Colleges do not offer a group life insurance plan for faculty members.

Medical Plans

University of California

The University provides a smaller institutional contribution for medical plans than any of its comparison institutions.

California State Colleges

a. Thirteen of the State College comparison institutions provide part or all of a basic medical plan. Five institutions pay the entire cost of medical plans.

b. The State Colleges provide $72 per year for basic health plan contribution per faculty member.

Disability Income Insurance

University of California

a. Data on disability income insurance are available for only three of the University's comparison institutions. Two of these institutions offer disability income insurance as a part of a retirement plan. One institution offers a plan for faculty purchase similar to the University's procedure.

b. The University makes disability income insurance available for purchase by faculty members.

California State Colleges

a. The disability income feature appears to be an increasingly popular portion of the fringe benefit package offered by the State College comparison institutions. Twelve of the institutions subsidize disability insurance premiums in some manner.

b. The State Colleges do not offer this type of insurance.

Accidental Death and Dismemberment Insurance

University of California

a. Two of the University's comparison institutions offer group accidental death and dismemberment coverage; neither provides an institutional contribution.

b. The University offers accidental death and dismemberment coverage at full faculty cost of $33 per year.

California State Colleges

a. Several State College comparison institutions incorporate accidental death and dismemberment insurance in employer contributions to life insurance. Five of the institutions provide travel risk coverage; two provide substantial death and dismemberment coverage.

b. The State Colleges make no contribution to such plans.

Dollar Equivalents of Total Countable Fringe Benefits

University of California

a. The University comparison institutions contribute to countable fringe benefits an average of 12.73% of average salaries.

b. The University contributes 11.86%.

c. Total average countable fringe benefit contributions of the University are less than those of their comparison institutions by an amount equal to 0.87% of average salaries.

California State Colleges

a. The State College comparison institutions contribute to countable fringe benefits an amount equal to 12.71% of average salaries.

b. The State Colleges contribute an amount equal to 9.67%.

c. The contribution of the State Colleges is less than their comparison institutions by an amount equal to 3.04% of average salaries.

Special Benefits

University of California

The University did not provide sufficient data on special benefits to permit any meaningful analysis.

California State Colleges

Faculty Leaves

a. Present budgetary formulas provide fewer faculty leaves (5.1% of full-time faculty) at the State Colleges than are provided at the State College comparison institutions (7.5%). The 1968-69 State College Support Budget includes a request for funds to provide leaves for approximately 12% of the projected full-time faculty.

b. State College sabbatical leave policies provide greater compensation and lower eligibility requirements for leaves than do those of the State College comparison institutions.

Professional Travel

a. The State Colleges have funds equal to approximately $44 per faculty position for combined in-state and out-of-state travel. (Estimated $25 in-state, $18.70 out-of-state.)

b. The 1968-69 State College Support Budget includes a request to augment out-of-state travel by $31.30 per faculty position as the first phase of a three-year travel improvement program. This augmentation will provide a total of approximately $75 per faculty position for combined in-state and out-of-state travel.

c. The State College comparison institutions which budget professional travel as a separate item report a median of $100 per faculty.

Reimbursement for Moving Expenses

a. The State Colleges have $182,500 in their 1967-68 budget to reimburse moving expenses of faculty and administrators.

b. The 1968-69 State College Support Budget includes a request for $382,000 ($180,000 from workload and $202,000 for augmentation) to reimburse moving expenses for new faculty and administrators. The request includes funds for the lower ranks.

c. Most of the comparison institutions limit moving expense reimbursements to administrators and to faculty in the upper two ranks. Those comparison institutions that budget reimbursements for moving expenses as a separate item report a median of $550 per position.

On-Campus Interviews

a. Present budgetary formulas of the State Colleges provide for 152 on-campus interviews at an average cost of $250 each. In 1967 the State Colleges appointed 177 faculty members to the upper two ranks.

b. Common practice among the State College comparison institutions is to pay for interview expense of candidates for upper rank and administrative positions.

ANNUAL REPORT
ON
SALARIES AND OTHER BENEFITS AT
THE CALIFORNIA STATE COLLEGES AND
THE UNIVERSITY OF CALIFORNIA
1968-69

Organization of the Report

The Report on Recruitment, Salaries, and Benefits at the University and State Colleges, 1968-69, is presented in the following five sections:

I. Faculty Market Conditions
   A brief review of the national picture of faculty supply and demand.

II. Faculty Data
   An analysis of faculty data within public higher education in California.

III. Faculty Salaries
   An analysis of salary data for the University and State Colleges and their respective comparison institutions.

IV. Salaries for Selected Administrative Positions and Librarians
   An examination of salaries paid to four selected academic administrative groups and to librarians.

V. Fringe Benefits
   a. An analysis of countable fringe benefits offered by the University and State Colleges and their comparison institutions.

   b. A brief analysis of special fringe benefits offered by the University and State Colleges and their comparison institutions.

Senate Concurrent Resolution No. 51 provides that the University and State Colleges may furnish independently to the Legislature and Governor such supplementary information as the segments desire. The proposals of the University and State Colleges are distributed by the Council as a separate attachment to this report.

BACKGROUND

Since 1962 the Council has prepared annual reports on faculty salary levels in the California State Colleges and the University of California for presentation to the Governor and the Legislature. In addition, the Council presented reports on faculty supply and demand and faculty fringe benefits to the 1965 Session of the Legislature. In response to Senate Concurrent Resolution No. 51 of the 1965 Session, the Council in 1965, 1966, and 1967 prepared reports on faculty salaries, fringe benefits, and recruitment, based upon recommendations of the Joint Legislative Budget Committee, for presentation to the Governor and the 1966, 1967, and 1968 Sessions of the Legislature.

Recommendations of the Council on faculty salaries and fringe benefits are based upon the principle of external consistency, i.e., acceptable relationships between faculty compensation paid by a California segment of public higher education and compensation paid by other universities and colleges selected across the country for comparisons with each segment. The method followed in developing these recommendations is in accordance with the procedure adopted by the Joint Legislative Budget Committee pursuant to House Resolution No. 250, 1964 First Extraordinary Session. This procedure implements the principle of comparability, which California has enunciated from time to time for all employees of the State, with particular reference to faculty in the University and the State Colleges.[1]

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[1] Government Code, Sec. 18850; Education Code, Sec. 22607; House Resolution 250 (1964 First Extraordinary Session) Appendix 1; and State of Findings and Recommendations on State College and University Faculty Salaries, report transmitted by the Subcommittee to Hon. Wallace D. Henderson, Member, California State Assembly, May 21, 1957, p. 2. The Subcommittee included the Director of Finance, Legislative Analyst, Executive Officer of the State Personnel Board, and representatives of the University and the State Colleges.

COMPARISON INSTITUTIONS

The University of California. The University traditionally has exchanged salary data for letters and science faculty to provide a consistent comparison with a special group of five eminent universities (Columbia, Harvard, Michigan, Yale, and Princeton). The Council in its 1967-68 Report, at the request of the University, used the following combinations of comparison institutions in order to provide salary comparisons of faculty in selected professional schools in addition to those of faculty in the School of Letters and Science: salaries of University of California faculty in Business Administration were compared with those in Columbia, Harvard, Michigan, Illinois, and Cornell; in Education with Columbia, Michigan, Illinois, Harvard, and Wisconsin; in Engineering with Columbia, Harvard, Michigan, Princeton, and Yale; and in Law with Columbia, Harvard, Michigan, Yale, and Illinois. Cornell, Illinois, and Wisconsin are large state-supported institutions. Three of the special group of five universities represent heavily endowed institutions, ranking first, second, and fourth in size of endowment funds.

In order to provide a list of comparison institutions appropriately balanced between private and public institutions, the Council Plan for the 1968 Report recommended that the list of comparison institutions for the University be expanded from five to all eight of the foregoing institutions, i.e., that the list include the three large state-supported institutions. The Council Plan recommended further that the comparison include not only the School of Letters and Science, but all instructional faculty except law, medicine, and dentistry. In the present list of comparison institutions Stanford University replaces Princeton University in order to include a west coast school and thereby obtain a better geographical distribution. The State University of New York--Buffalo replaces Columbia in order to include a campus of a large state university system. This list of comparison institutions was accepted by the Council, University, and the Legislative Analyst.

The present report, therefore, is based upon the following eight comparison institutions for the University: Cornell, Harvard, Illinois, Michigan, Stanford, SUNY-Buffalo, Wisconsin, and Yale. Use of this expanded list and broader scope of instructional faculty does not affect the basic principle of comparability with leading institutions, public and private, with which the University competes for faculty. Further, use of this expanded list continues the recognition of the desirability of the University to maintain its historic status among the great universities of the country.

The California State Colleges. The following criteria were used to select institutions for comparisons with the State Colleges:

1. Accreditation as a four-year college by its regional accrediting association.
2. Full-time paid teaching staff, as distinguished from non-paid staff who are members of religious orders.
3. Preparation and experience of faculty similar to those of the State Colleges.
4. Availability of graduate programs.
5. Widely geographic distribution of the comparison institutions, since the State Colleges must compete for faculty in a national market.
6. Inclusion of several institutions selected on the basis of rapid growth, i.e., those with approximately 50 or more new full-time faculty members employed per year.
7. Inclusion of public colleges and universities in a ratio approximately 2.5 times the number of private colleges and universities, thereby conforming to the approximate national ration.
8. A minimum of 10 institutions.
9. Prior commitments from comparison institutions indicating willingness to exchange information on faculty recruitment, salaries and benefits.

The following eighteen comparison institutions were selected by the State Colleges, the Council, and the Legislative Analyst:

1. Bowling Green State University*
2. Brandeis University*
3. Brooklyn College*
4. Brown University
5. University of Colorado
6. Iowa State University*
7. University of Kentucky
8. University of Massachusetts (Amherst)
9. Michigan State University
10. University of Minnesota
11. State University of New York (Albany)
12. Northwestern University
13. University of Oregon*
14. Pennsylvania State University
15. Purdue University*
16. Rutgers State University*
17. Southern Illinois University*
18. Wayne State University

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*Eight of the ten comparison institutions used in 1967-68. The two institutions deleted from the 1967-68 comparison group were Occidental College and Pomona College.

Because of the difficulties encountered in obtaining data, five years of background data were not requested from the new comparison institutions. Data for two academic years, 1966-67 and 1967-68 were obtained from each of the eighteen comparison institutions. A summary of salary relationships between the former group of ten institutions and the new group of eighteen institutions is presented in Table A.

TABLE A

Faculty Salaries--Effects From Changing State College Comparison Institutions

Unadjusted weighted averages (Source: AAUP)

	Ten Institutions	Eighteen Institutions	Difference
1963-64	$ 9,611	$ 9,704	$ 93
1964-65	10,103	10,224	121
1965-66	10,743	10,817	74
1966-67	11,373	11,435	62

	1967-68		1968-69	
	Ten Institutions From 1967 Report	Eighteen Institutions	Ten Institutions From 1967 Report	Eighteen Institutions
	Projected	Actual	Projected	Projected
Professor	$16,490	$16,671	$17,413	$17,696
Associate Professor	12,568	12,520	13,140	13,190
Assistant Professor	10,081	10,203	10,649	10,718
Instructor	7,856	7,841	8,178	8,200
Adjusted all-ranks average	$12,342	$12,234	$13,018	$13,039

Addition of the new comparison institutions has not modified greatly the average salary of the comparison group. Six of the new comparison institutions paid higher salaries than the State Colleges in 1966-67; four of the comparison institutions paid less. In 1966-67 the new comparison group averaged less than the old, but the differential has narrowed. The Council projection for 1968-69 shows the average salaries of the two groups to be almost the same.

COLLECTION OF DATA

This year for the first time the Council participated in the collection of data for the annual report on faculty compensation. Council participation was limited to the State College comparison group. The Council staff and the Chancellor's staff visited jointly each of the eighteen institutions. Considerably more data were obtained through these visits than had been available for previous reports.

The Council did not participate in the collection of data from the University's comparison group. As a direct result of these visits, the Council has available far more complete and accurate data from the comparison institutions of the State Colleges than from those of the University.

Salary Recommendations for Selected Administrative Positions and Librarians

On May 22, 1967, the Assembly Ways and Means Committee adopted the following statement:

> The Coordinating Council for Higher Education is requested to include as part of its annual study of faculty salaries and welfare benefits in the University of California and California State Colleges, made pursuant to Senate Concurrent Resolution No. 51 of the 1965 Regular Session of the Legislature, similar information and recommendations concerning salaries and welfare benefits for all academic administrators, other administrative and related classes, and all other academic-related classes which are not otherwise included under the designation of 'faculty'.

Future reports will include recommendations on all state-funded positions of the University and the State Colleges with the exception of support classifications. Before the Council can develop recommendations on all the various categories of employees, the classes of faculty, academic administrators, administrative and related classes, and academic-related need be thoroughly examined. Because of time limitations the University, State Colleges, Department of Finance, Legislative Analyst, and the Council agreed to restrict the present report to five groups.

The five selected for inclusion in the 1968 Report are as follows: (1) department chairman/department heads; (2) division chairmen/associate deans; (3) deans; (4) chief academic officers of the campuses, i.e., vice-presidents/vice-chancellors. and (5) librarians. Examination of each of the foregoing classes will continue. The Council's report next year will be expanded to include other employees of the University and the State Colleges.

SECTION I

FACULTY MARKET CONDITIONS

The need for qualified faculty and administrative staff is a paramount concern in higher education across the country. Faced with a doubling of enrollment during the present decade, colleges and universities have become increasingly aware of national market conditions for faculty and other professional staff.

A number of scholars have published material on the subject of the demand for faculty in institutions of higher education. O. C. Carmichael, in his study of graduate education, foresees a shortage of qualified faculty of serious proportions.[1] Bernard Berelson feels that many scholars who have studied faculty market conditions have needlessly raised alarm and that no serious problem exists.[2] Although John Chase, Ray Maul, and James Rogers tend to share Carmichael's view, Allan Cartter remains optimistic regarding the availability of an adequate supply of highly qualified faculty members.[3]

"Despite the plethora of opinions on the subject of demand and supply of faculty for colleges and universities, no national-level comprehensive study of the demand for staff has come to our /U. S. Office of Education/ attention."[4] Some of the differences of scholarly opinion are attributable to the difficulties inherent in predicting enrollments with reasonable accuracy at this time when enrollments are increasing rapidly. In recent years almost all enrollment projections have been revised upward within 2 or 3 years from the time the projections had been made.[5] In most studies the listing of fields has not been detailed sufficiently to provide meaningful data for college administrators.

No studies have assessed the supply and demand for college and university administrators which are drawn essentially from the same manpower pool as faculty. One aspect of faculty data which is lacking is faculty-turnover rates, according to Melvin Lurie.[6]

A major concern exists that the supply of qualified faculty and other professional staff may not keep pace with the demand. If it does not, the quality of higher education is in jeopardy. Because there are differences of opinion relative to faculty supply and demand in higher education, a brief review of current literature on the subject follows.

Faculty Shortage Theory

Ray C. Maul, Assistant Director of the Research Division of the National Education Association, has been one of the most thorough researchers and consistent supporters of the shortage theory. On the basis of his experience directing numerous studies on faculty demand and supply, he concluded:

> I am convinced that (a) higher education in America has suffered for more than a decade from a shortage of competent candidates available within the resources of many institutions; (b) the current situation is serious if not acute; (c) early, substantial relief is not in sight...Some persons, widely recognized for their contributions to educational thought, declare that a teacher shortage is a myth, and believe that future needs can be readily met. My interpretation of the data accumulated does not permit me to accept these view...Of the 1,084 institutions reporting, 940 list certain fields in which a critical shortage exists.[7]

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[1] Graduate Education (New York: Harper, 1961), pp. 132-142.

[2] Graduate Education in the United States (New York: McGraw-Hill, 1960), pp. 43-215.

[3] John L. Chase, "The Numbers Game in Graduate Education", Journal of Higher Education (March 1964), pp. 138-143; Ray C. Maul, "A Look at the Supply of College Teachers", Educational Record (Summer 1965), pp. 259-266; James F. Rogers, "Staffing Our Colleges in the Present Decade" Teachers College Record (November 1965), pp. 134-139; and Allan M. Cartter, "A New Look at the Supply of College Teachers", Educational Record (Summer 1965), pp. 267-277.

[4] James F. Rogers, Staffing American Colleges and Universities, (U. S. Office of Education, 1967) p. 3.

[5] Ibid. Rogers states, "During the 10 years before 1960, the college-age population (18-21 inclusive) increased by 335,164. Projections of this population group point to an increase of 5,216,392 during the decade following 1960, a rate more than 15 times that of the earlier one.

[6] "Toward a Survey of Faculty-Turnover Rates", Journal of Higher Education (October 1966), pp. 389-395.

[7] "Are College Teachers in Short Supply?" Journal of Higher Education, XXXVI (October 1965), pp. 390-395.

J. T. Wahlquist, in the *Phi Delta Kappan*, notes the cancellation of classes by colleges, specifically San Jose State, because of a lack of qualified instructors.[1] At Berkeley, "Seminar classes once limited to less than ten are now so large that the lecture method must be used."[2] And D. G. Brown and J. L. Tontz also point out in a recent article that some colleges have been forced to drop certain courses because those colleges were unable to hire qualified replacements to teach the courses.[3] A survey by the *New York Times* supports the theory that there is indeed a faculty shortage, "The nationwide supply of teachers remains far from adequate." The *Times* qualified that statement by adding that "there is not an across-the-board scarcity" and "most teachers want to find jobs in preferred locations."[4]

One of the several measurable standards by which the "quality" of a faculty is judged is the proportion of faculty members who hold the Ph.D. degree. Brown and Tontz present figures which show that the percentage of Ph.D.'s on college faculties is not as large as it was in 1947-48: in 1963-64 there were 29,900 too few Ph.D.'s available (in order to maintain the same percentage of Ph.D.'s on college faculties as existed in 1947-48).[5] In other words, the student population has increased at a faster rate than the number of Ph.D. holders in college academic ranks. Brown and Tontz conclude that either a large number of qualified faculty must be found and hired, or the quality (as measured by the percentage of Ph.D. holders on the faculty) of instruction will deteriorate.

Ray C. Maul reports that "Of all new teachers (for the 1964-65 academic year) in the degree-granting institutions, 27.7 percent held the Ph.D. degree." This figure should be compared to that of 51% of all teaching faculty who held the doctorate in the spring of 1963. He restates in an article in the *Education Record* his conviction that there is an actual shortage and that, as a result, the quality of faculties is declining. Maul's analysis indicates shortages occur particularly in the areas of mathematics, physics, foreign languages, economics, English, chemistry, business administration, biological sciences, and engineering, in that order.[6]

Dr. Arthur M. Ross, Commissioner of Labor Statistics, in testimony before the House Special Subcommittee on Education (HR 6232 and HR 6265, the Administration's 1967 Higher Education Bill) stated, "The nation's colleges and universities will need 275,000 more teachers by 1975."[7] In general, Ross said, "The future holds promise of an improvement in the supply and demand situation for teachers, but nevertheless [for college staffs] it is likely that the number of well-qualified persons available for teaching positions will continue to be insufficient to meet the demand in many subject fields through the 1970's."[8]

Melvin Lurie in an article describing the effectiveness of manpower management in higher education concludes, "The demand for education, even at rising prices, will be so great in comparison with future teaching resources that the economic utilization of teachers will become the chief determinant in maintaining the quality of education."[9]

Innovations Designed to Alleviate Any Alleged Shortage of Faculty

Innovations to alleviate the alleged shortage are being discussed and in some instances implemented. For example, Yale recently announced the establishment of a new graduate degree, the Master of Philosophy (higher than the M.A. but short of the doctorate), designed to help satisfy the demand for more college teachers.[10]

John P. Miller, Dean of the Yale Graduate School, discussed the degree as follows:

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[1] "New Horizon; College Teaching", XLVII (April 1966), pp. 437-441.

[2] This condition is attributed to the inability of the University to hire qualified faculty.

[3] D. G. Brown and J. L. Tontz, "Present Shortage of College Teachers", *Phi Delta Kappan*, XLVII (April 1966), pp. 435-436.

[4] Fred M. Heckinger, "Teachers Scarce, But Where?" *New York Times* (May 22, 1966), Sec. IV, p. 1.

[5] Brown and Tontz, *loc. cit.*

[6] "A Look at the New College Teacher", *Education Record*, XLVI (Summer 1965), pp. 259-266.

[7] Higher Education and National Affairs, *American Council on Education*, XVI (April 29, 1967), p. 2.

[8] *Loc. cit.*

[9] Lurie, *loc. cit.* p. 390.

[10] William E. Farrell, "Yale Setting up M. Phil. Degree: Two Year Program will be like a Doctorate Without a Dissertation", *New York Times* (May 13, 1966), p. 8.

> The graduate schools of the country are under attack for failing to meet the need for able college teachers. The traditional Ph.D. programs are said to place too much emphasis upon research and require too long to complete. As a result it is alleged that the graduate schools are training specialists with neither a concern nor a flair for college teaching. The issues involved are complex and the argument suffers from oversimplification and misunderstanding. But as a first step pointing the way toward meeting the demand for more and better college teachers without debasing the Ph.D., the Yale Graduate School recently announced the establishment of a new degree, the Master of Philosophy (M. Phil.).
>
> This degree to be awarded to students who have completed all requirements for the Ph.D. except the dissertation, becomes effective for students entering in the fall of 1968.[1]

The "Muscatine Report" at Berkeley suggests the establishment of a Doctor of Arts degree, a doctorate without a written dissertation.[2] However, that particular plan has now been modified, and the University proposes to establish the degree of Candidate in Philosophy, awarded to persons admitted to candidacy for the doctorate.

J. R. Egner and D. R. Pierce discuss ways and means by which graduate students may be brought into a teaching career through formal and informal socialization procedures to motivate, inform and instruct graduate students in the possibility of an academic career.[3]

Eugene Arden, in Liberal Education, demonstrates there is a shortage of college instructors and that the shortage will become critical in the early and middle seventies. He concludes that it is impossible to increase substantially the output of Ph.D.'s without reducing the quality. One desirable solution, according to Arden, would be the rehabilitation of the M.A., but he states that this appears impossible. He, therefore, proposes a new type of doctorate which would essentially be a Doctorate of Arts in teaching, a degree similar to that proposed by the Muscatine Report.[4]

Dr. Rosemary Park, when president of Barnard College, sounded a desperate note by suggesting that we "Allow students to take some courses virtually without teachers...only by reducing the number of teachers needed would colleges and universities be able to make teachers' salaries competitive with private industry."[5] (Therefore, the institution may be able to provide sufficient financial incentives to retain the faculties in the colleges.)

James F. Rogers, Specialist for Faculty Staffing, U. S. Office of Education, conducted a study of the demand for faculty and other professional staff in higher education covering the period from November 1963 through October 1969. He concluded that enrollment trends have been too conservative and corresponding estimates of new staff needed are, therefore, too low. He states, "In order to meet the challenge, institutions of higher education must give renewed emphasis to identifying and counseling students who are potential college faculty members, and to supporting graduate and professional schools. Only by so doing will institutions have the faculties, facilities, and research capabilities necessary to attract students of sufficient quality and in sufficient numbers to meet the needs of the various fields of study."[6]

The State of New York has instituted a system of teaching fellowships to insure an adequate supply of college teachers. This system "provides financial assistance to nearly all graduate students who are residents of the state and are attending higher educational institutions in it."[1] The program first awarded 250 two-year fellowships in 1958. In 1963, the number of grants for prospective college teachers was increased to 350 per year. "One hundred one-year Advanced Regents College Teaching Fellowships were authorized to aid students who had successfully completed a part of their graduate study, were committed to college teaching as a career, and were in need of assistance."[2] A provision was also added which permitted a student to receive more than one fellowship in certain cases. In 1964 a change in provisions allowed fellowships to be used outside the State of New York. Since many disciplines have become highly specialized at the doctoral level, only a few institutions in the country offer the type of training desired by some students.

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[1] John P. Miller, "The Master of Philosophy: A New Degree is Born", Journal of Higher Education (October 1966), p. 377.

[2] Charles Muscatine, Education at Berkeley; A Report of the Select Committee on Education, (University of California, 1966), pp. 169-171.

[3] "Inducting Graduate Students Into College Teaching", School and Society, XCV (January 21, 1967), pp. 55-56.

[4] Eugene Arden, "Solution to the Crisis in College Teaching", Liberal Education, LI (October 1965), pp. 419-426

[5] "Barnard President Suggests College Classes Meet Less Often to Ease Shortage", New York Times, XXXIII (March 20, 1967), p. 8.

[6] Op. cit., p. 7.

The Regents in New York also recommended in their proposals to the Legislature that the maximum stipend be increased to $3,000 and the term of the fellowship be extended to three years. In 1965 the Legislature amended a provision "so that those students who neither reside with their parents nor receive financial assistance from them may be considered emancipated."[3]

Faculty Surplus Theory

Allan M. Cartter, Chancellor of New York University, is the principal spokesman for a small group of adherents of the surplus theory. He is undoubtedly the one to whom R. C. Maul refers when he speaks of "Some persons, widely recognized for their contributions to educational thought, [who] declare that a teacher shortage is a myth."[4] Dr. Cartter interprets differently the data on faculty supply and demand and takes the analytical approach outlined by Berelson. Cartter says that "Berelson's estimates in 1960 have turned out to be more accurate than those of his more pessimistic critics, and his conclusion that there is a problem but not a crisis in the supply of college faculty seems justified."[5] Yet in the same essay Cartter speaks of "an admissions problem of major proportion...because of faculty and space limitation."[6] He says on faculty shortage that "the crisis always seems to be pending; it is rarely present."[7] He believes that "...we have a good chance to increase the present rate of doctorates in the classrooms of higher education by 1970, not lower it..."[8] And he contends that the situation has improved nearly every year over the last decade, that both educational researchers and responsible government agencies have consistently underestimated the number of earned doctorates in various projections and have made errors in estimating future demands. He is even more definite in a quotation by Farber in the New York Times: "...from about 1967 onward the annual number of potential teachers receiving doctoral degrees promises to far outstrip the number required to keep faculty quality constant."[9]

Cartter states further that one-fourth of the teachers hired at four-year colleges and universities between 1953 and 1965 had Ph.D.'s. He predicts three years of short supply; then four-year institutions will need only 34% of the available Ph.D.'s for the next six years. The number of newly granted Ph.D.'s is expected to increase from 16,500 in 1964-65 to 55,000 in 1985. By the 1980's only a small minority of successful doctoral candidates will embark on academic careers, and four-year institutions will absorb about 1 in 5 of those receiving the degree.

Supply and Demand as a Continuing Problem

The actual extent of faculty shortage and availability exists somewhere between the two extremes and contains elements of both points of view. There are individuals who wish to teach in institutions of higher education and who have not found positions during the past decade, but that fact alone does not necessarily mean that such individuals were qualified to teach courses that had been dropped from the schedule of some institutions of higher education, nor does that fact alone necessarily mean that there is a surplus of faculty. A key phase in this problem is the term "qualified teacher". Cartter recognizes that many faculty members may not be qualified to teach; he states that the percentage of doctorates on college faculties should be increased so that 75% of college faculty in senior colleges and universities have doctorates: "If this article accomplishes anything, I hope it will lay to rest our recent overriding concern with quantity and permit us to turn our attention to the really important problems of quality in higher education."[1] Few would disagree with that emphasis, but it is difficult to have good quality teaching with an inadequate number of qualified faculty members. Brown and Tontz noted the response of colleges and universities to increasing enrollments coupled with the short supply of Ph.D.'s, when they stated that "the result has been that rather than increase the number of students per class, colleges have decreased the number of Ph.D.'s on the faculty."[2]

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[1] A. J. Ducanis and G. H. Anderson, "Regents College Teaching Fellowships; New York State's Program for Increasing the Supply of Competent College Teachers", Journal of Higher Education, XXXVII (October 1966), pp. 382-388.

[2] Ibid., p. 388.

[3] Loc. cit.

[4] Maul, loc. cit.

[5] Allan M. Cartter, "The Decades Ahead", Graduate Education Today, Everett Walters, Ed.; (Washington, D.C.: American Council on Education, 1965), p. 235.

[6] Ibid., p. 230.

[7] Allan M. Cartter, "A New Look at the Supply of College Teachers", op. cit., p. 267.

[8] Loc. cit.

[9] M. A. Farber, "College Teacher Surplus is Forecast", New York Times, LX (October 16, 1966), p. 4.

Cartter states elsewhere that "if the author seems optimistic about the continued increase in numbers, he is considerably less optimistic about the implications of this expansion for the quality of graduate education."[3] If there are qualified people available, then the individual college must somehow acquire and retain them.

Dr. Anne G. Pannell, President of Sweet Briar College in Virginia says, "...hope /for adequate faculty/ for the future also lies in such mundane requirements as paid hospitalization, low-cost faculty housing, loans, travel grants, research grants, good professional working conditions and the provision of tuition grants to the children of faculty members."[4] Dr. Otis Singletary, Vice President of the American Council on Education, says, "The real problem of faculty retention is money...and to an important degree, prestige."[5] Faculty members want to be "where the action is", in the intellectual community. Money could solve a number of the problems but certainly not all of them. Heckinger finds a reasonably clear picture of the situation: "The teacher shortage, though real, is not an across-the-board scarcity." These facts, he says, should be considered:

> "(1) Location. The nationwide supply of teachers remains far from adequate, but most teachers want to find jobs in preferred locations... Mr. Salisbury Hull, supervisory of teacher placement at Yale, reported that openings are more readily available in the Midwest, while students flock to the East and West Coast. Dr. John J. Kelley, director of placement at Teachers Colleges, Columbia University...stressed the important lure of metropolitan centers, especially for younger faculty members at small colleges who want to continue their graduate study and look for reputable universities within commuting distance. 'People don't like to be in cultural isolation.'
>
> "(2) Discipline. There is currently an oversupply of history, art and music teachers.
>
> "(3) Rank. The greatest shortages in higher education generally are in the lower ranks, on the level of instructor and assistant professor.
>
> "(4) Sex. Despite faculty shortages, women get the introductory courses year after year and the slow promotions."[6]

IN SUMMARY

The extent of the present and projected faculty shortage and its implications for academic standards is widely debated in the educational community. Whatever validity opposing views on the supply of qualified individuals may or may not have, the University and the State Colleges are, in fact, encountering recruitment and retention difficulties.

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[1] Cartter, "A New Look...", op. cit., p. 277.

[2] Brown and Tontz, loc. cit.

[3] Cartter, "The Decade Ahead", op. cit., p. 229.

[4] George Dugan, "Small Colleges Told to Pay More", New York Times, LXI (January 15, 1967), p. 3.

[5] George Dugan, ibid.

[6] Heckinger, loc. cit.

Irrespective of opposing views on the supply and demand for faculty, certain elements within the spectrum of arguments are clear:

1. Colleges and Universities throughout the United States face a major task of expansion.
2. Critical faculty shortages exist, and will continue to exist, in certain fields of study.
3. Some evidence exists that the shortage of faculty may be easing.
4. Problems in recruiting and retain qualified faculty will be greatest in institutions that cannot offer prestige, security, and authority.[1]

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[1] Theodore Caplow and Reece J. McGee, The American Marketplace (New York: Basic Books, Inc. 1961), p.147.

SECTION II

FACULTY DATA

Faculty data for the University of California and the California State Colleges are presented in four sections. The first section describes the number and recent growth of the faculties. The second presents data on faculty characteristics. The third describes new faculty hired for the coming year. The fourth presents information about faculty who have terminated during the past year.

University of California

Enrollments

Enrollment in the University in 1967-68 is estimated by the University to be 84,971. This figure is a 41.5% increase over 1963-64. Enrollment for 1968-69 is projected to be 89,869, a 5.8% increase over 1967-68 and a 125% increase since 1958-59.

Number of Faculty

In the present academic year, 1967-68, there are 4,973 full-time faculty at the University, excluding law, dentistry and medicine. This figure is a 75% increase over 1963-64 and an 8% increase over the previous year of 1966-67.

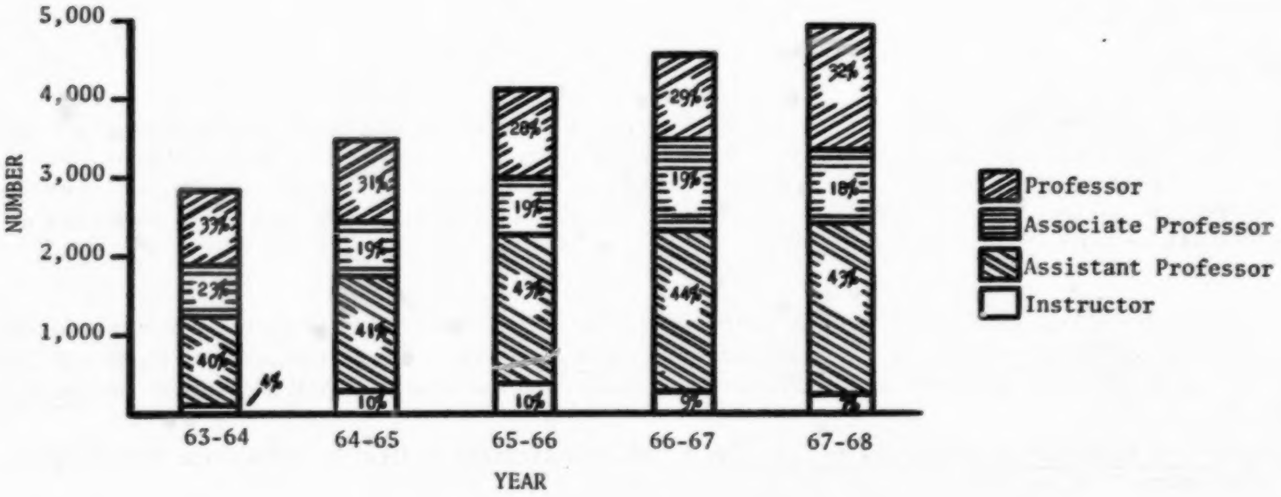
In September of 1967-68 academic year, 31.5% of the full-time faculty were professors, 18.0% were associate professors, 43.1% were assistant professors, and 7.4% were instructors. The University's distribution of faculty among ranks at that time is somewhat different from that of its comparison institutions. The University has a far greater portion of its faculty in the assistant professor's rank and a considerably smaller portion in the full professor rank.

Though the trend has been for the proportion of assistant professors in the University to increase, this year, for the first time in five years, the proportion in this rank is less than that in the previous year, i.e., 43.1% as compared to 44.3% in 1966-67.

For several years there had been a relatively slow increase in the number of professors in the University compared to the growth of the entire faculty. In the past two years, however, the proportion of professors has grown faster than the faculty as a whole.

The change in the proportion of instructors in the faculty has not shown a consistent long-term trend. Over the last two years the proportion has declined, but for the three previous years, it had increased. In years of greatest increase in faculty, a larger number of instructors had been appointed to obtain needed faculty. In years of smaller increase in faculty, the University was able to obtain enough qualified faculty in the higher ranks.

Figure II-1
UNIVERSITY OF CALIFORNIA
FULL-TIME FACULTY BY RANK
(9-Month Total University, Excluding Law, Dentistry, and Medicine)



Composition of Faculty

The proportion of tenured faculty in the University has increased in the past two years. The percentage had declined quite rapidly from 55.9% in 1963-64 to 49.6% in 1964-65 and to 46.9% in 1965-66. The percentage of tenured faculty, however, rose slightly in 1966-67 to 47.2% and in 1967-68 to 49.5%, almost to the level of 1964-65.

"Irregular" faculty in the University includes those classified as "acting", "visiting", "recalled", and all lecturers and associates. Irregular faculty members are essentially temporary and provisional appointments. The majority are full-time. In 1966-67 there were 1,927 irregular faculty (equivalent to 1,476 full-time faculty). In the past two years the number of full-time irregular faculty has increased slower than the total number of faculty. In 1967-68 the number of irregular faculty has increased 7.7% over the previous year. In 1966-67 the increase was only 1.9% over the previous year. Total full-time faculty rose 8.0% in 1967-68 and 10.1% in 1966-67. The result has been, since 1965-66, a decline in the percentage of full-time irregular faculty in the total full-time faculty from 18.5% to 17.5%.

TABLE II-1
University of California--Full-Time Regular and
Irregular Faculty Holding Doctorates, 1967-68

	Regular Ranks			Irregular Ranks[1]			Totals		
	No. of Faculty	No. w/ Doct.	% w/ Doct.	No. of Faculty	No. w/ Doct.	% w/ Doct.	No. of Faculty	No. w/ Doct.	% w/ Doct.
Professor	2,001	1,817	90.8%	144	112	78.0%	2,145	1,929	89.9%
Assoc. Professor	1,071	974	90.9	76	51	67.3	1,147	1,025	89.3
Assist. Professor	1,712	1,515	88.5	297	62	20.9	2,009	1,577	78.4
Instructor	67	19	29.1	36	2	4.2	103	21	20.3
Associate	-	-	-	-[2]	-	-[2]	-	-	-
Lecturer	-	-	-	476	157	32.9	157	476	32.9
	4,851	4,325	89.2%	1,029	384	37.3%	5,880	4,709	80.0%

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[1] "Irregular" ranks include faculty members whose title is classified as "acting", "visiting", or "recalled" plus all lecturers and associates.

[2] Data are not available on degrees held by Associates. Thus, the 174 at that rank are not included in the Table.

In September of 1967-68, 80.1% of the full-time irregular and full-time regular faculty in the University held doctorates.[1] This percentage is virtually the same as the previous year, 80.2%; in 1965-66 it was 79.5%.

In 1967-68, 89.2% of the full-time regular faculty held doctorates. This was a slight decline from 89.6% in 1966-67. The percentage in the full-time irregular faculty for 1967-68 has increased to 37.3% from 36.4% in 1966-67. Both the increase in the percentage of irregular faculty holding the doctorate and the decrease in the percentage of the regular ranks are changes from the general trend in recent years.

In 1967-68, doctorates are held by 90.8% of regular full-time professors, 90.9% of associate professors, 88.5% of assistant professors, and 29.1% of instructors.

Terminations

The most revealing data on terminations are those of full-time regular faculty. Over all the ranks, 289 persons, or 6.62% of the regular full-time faculty in the University, terminated during 1966-67. Many universities and colleges estimate this rate to be between 5% and 6%.[2] (The U. S. Office of Education assumes an average replacement rate of 6%.)[3]

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[1] Associates in the irregular faculty are not counted in either the total or the percentage holding doctorates.

[2] Annual Report on Faculty Salaries, Benefits and Recruitment, Coordinating Council for Higher Education, No. 66-21 (January 1966), p. 14 (Quoted from National Education Association's April 1965 Study on Teacher Supply 1964-65, p. 10.

[3] Projections of Educational Statistics to 1975-76, U. S. Department of Health, Education and Welfare, Office of Education, 1966, p. 40.

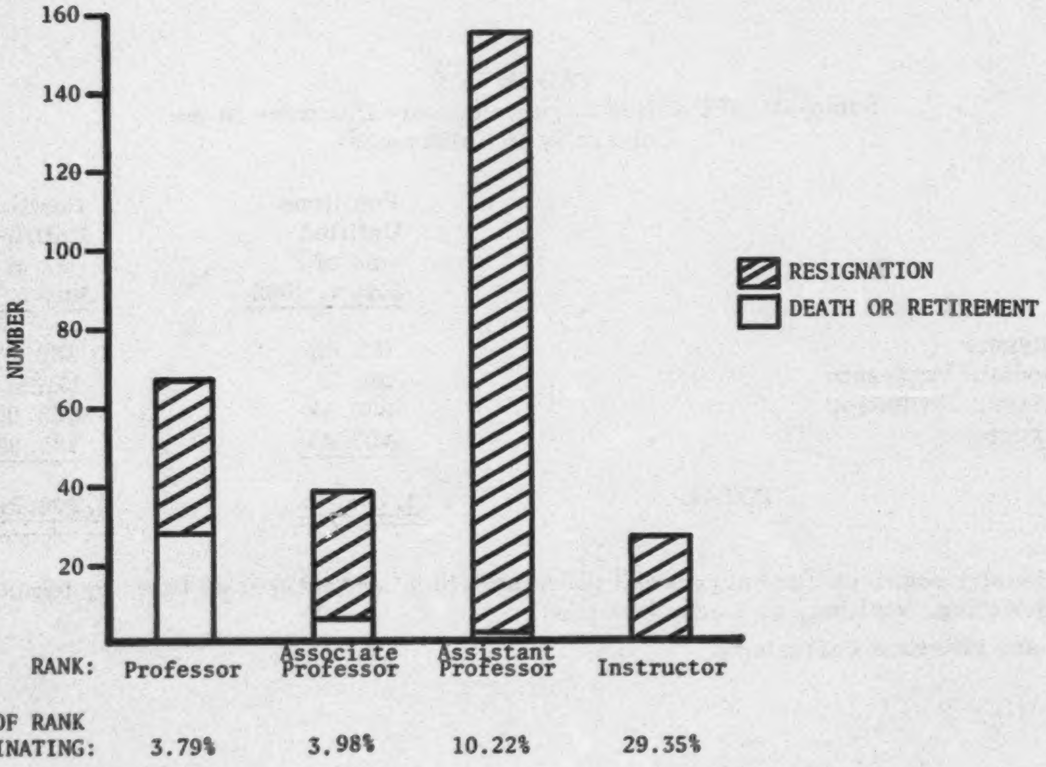
During the four-year period 1960-61 through 1963-64 the average annual rate of faculty terminations in the University was 5.7% of the regular appointments. At that time the University's termination rate was higher than average, and the rate appears to be rising.

Thirty-five of the 288 terminations were due to death or retirement. The remaining 254, or 87.9%, were resignations. (The University's data does not differentiate between faculty who voluntarily resign to take some other position and those who are not rehired by the University.)

The rate of termination among the upper two ranks is one-third of the termination rate of the assistant professor and instructor ranks. Resignations among professors in the regular ranks in 1966-67 were 2.2% of the total number of professors; the rate for associate professors, 3.4%; for assistant professors, 10.2%; and for lecturers, 29.4%.

The destinations of faculty who leave the University are compared in Table II-2 with the source of faculty who are appointed. Forty-three percent of full-time faculty who resigned in 1966-67 went to other American universities outside California. The next largest percentage, 16.1%, went into industry and government; 9.1% went to foreign universities.

Figure II-2
UNIVERSITY OF CALIFORNIA TERMINATIONS OF
FULL-TIME REGULAR FACULTY BY RANK FOR 1966-67



New Faculty

In 1967-68, 796 new faculty members were appointed by the University: 477 to the regular ranks and 319 to the irregular ranks. The largest source of faculty is graduate study, which accounts for 31%. The next largest source is the University itself. These two sources account for a majority, 54%, of the new faculty. Most appointments are made at the assistant professor or instructor level; in 1967-68, these two levels account for 62% of all appointments. Sources of new full-time University appointments are shown in Table II-2.

Both the 1966 and the 1967 Council reports on faculty recruitment, salaries and benefits noted that the number of tenured appointments had been increasing. The trend has continued, but at a slow rate. In 1965-66 there were 159 tenured appointments, or 18.5% of total appointments; in 1966-67 there were 160, or 18.5%; in 1967-68 there are 165, or 20.7%. Since 1965-66, tenured appointments have risen from 31% to 34.6% of all regular appointments. The largest source for new regular faculty continues to be the University itself, 136 appointments.

TABLE II-2
University of California
Destinations of resigning Faculty and Sources of New Faculty

	Destination[1]	Source[2]
California State Colleges	.8%	1.4%
University of California	7.8	23.5
California Private	2.8	2.5
Other U. S. Universities	43.3	22.0
Industry, Government	16.1	8.2
Foreign Universities	9.1	3.9
Graduate Study	1.6	31.1
Other	18.5	7.5
	100%	100%

---

[1] Resigning full-time faculty 1966-67.

[2] New full-time faculty for 1967-68.

On July 1, 1967, the number of full-time equivalent, unfilled regular faculty positions at the University equalled 29.4% of the equivalent full-time positions budgeted for 1967-68. On the same date in 1965, 31.2% of the budgeted positions were unfilled. The number of unfilled positions by ranks is shown in Table II-3.

TABLE II-3
Summary of Unfilled Regular Faculty Positions in the University of California[1]

	Positions Unfilled as of July 1, 1966	Positions Unfilled as of July 1, 1967
Professor	182.63	282.47
Associate Professor	151.79	151.81
Assistant Professor	988.51	988.06
Instructor	403.43	385.87
TOTAL	1,726.36	1,808.21[2]

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[1] "Unfilled faculty positions" are permanent positions which are unfilled or filled by temporary appointees with Acting, Visiting, or Lecturer titles.

[2] Numbers are full-time equivalents.

Summary

1. The proportion of tenured faculty to total faculty, which had been declining has stabilized during the past two years. The proportion is slightly higher in 1967 than in 1966.

2. The proportion of irregular faculty members in 1967 is smaller than in 1965-66, and the proportion holding doctorates in 1967-68 is higher than in 1966-67.

3. Among the regular faculty ranks in 1967 there is a slight decline in the percentage holding a doctorate.

4. The turnover rate in the regular ranks in 1967 is higher than the U. S. Office of Education's national estimate for higher education, and this rate in the University is rising.

5. A major portion of the faculty leaving the University move to colleges and universities outside of California.

6. The largest number of new faculty, both regular and irregular, come directly from graduate study; other campuses of the University are the second most prominent source.

7. The proportion of unfilled positions on July 15, 1967, was slightly less than that in the previous year, although the number of vacant positions (1,808) was still high for such a late date in the recruiting cycle.

California State Colleges

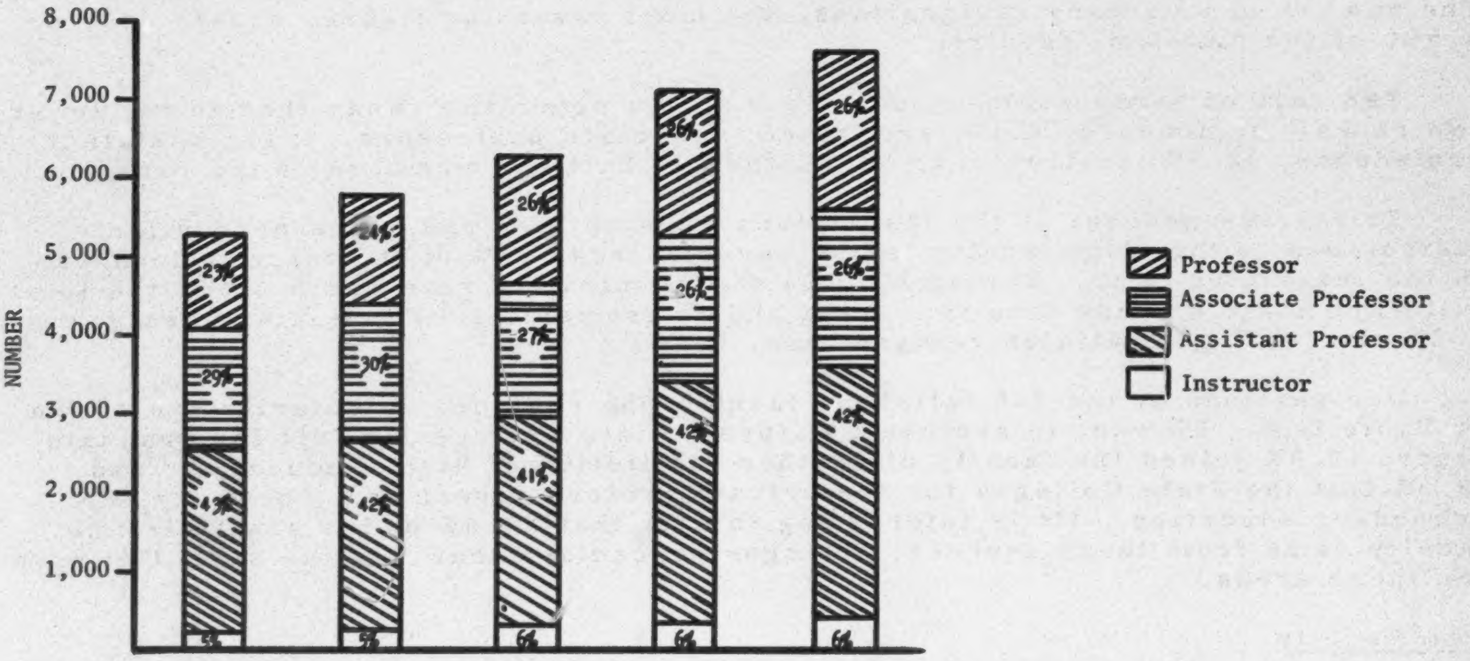
Enrollment

Enrollment in the State Colleges in 1967-68 is estimated to be 185,120. This figure is an increase of 40.5% over the actual 1963-64 enrollment. For 1968-69 the State Colleges project an enrollment of 196,890. This figure would be a 6.4% increase over 1967-68 and a 142.6% increase over 1957-58.

Number of Faculty

The State Colleges began the 1967-68 academic year with 7,610 full-time faculty members. This figure is an increase of 6.1% over 1966-67, the smallest increase since 1960-61. During the past six years the average increase has been 9.6%. In 1967-68 the number of faculty in the professor rank increased 5.7% over 1966-67; associate professor rank, 7.4%; assistant professor rank, 5%; and the instructor rank, 7.6%. The combined growth was 6.6% in the upper two ranks and 5.4% in the two lower ranks. Since 1958, with the exception of 1966-67, there has been a greater increase in the upper two ranks than in the lower two ranks. The increase has been at a slow rate. The upper two ranks comprised 42.7% of the total faculty in 1958 and 52.4% in 1967. The decline in the proportion of the lower ranks is not due solely to the near elimination of the instructor's ranks, for the actual proportion in that rank has varied little since 1962-63, when it reached its low of 4.9%. A more important factor in the decline is that the assistant professor rank has declined significantly as a proportion of the total faculty. In 1957-58 assistant professors accounted for 49.3% of the faculty, whereas in 1967-68 they accounted for 42.0%. Despite these changes, the trend of increasing the proportion of the upper two ranks has almost leveled off in the past five years, as Figure II-3 indicates.

Figure II-3
CALIFORNIA STATE COLLEGES FULL-TIME FACULTY BY RANK



NOTE: Numbers inside bars indicate percentage of faculty in the respective rank.

Composition of Faculty

In 1966-67 there were 2,716 part-time faculty in the State Colleges, equivalent to 885.5 full-time faculty. Part-time faculty in 1966-67 equalled 27.5% of the total faculty, a percentage which has risen in each of the last three years. In terms of full-time equivalents, part-time faculty equalled 10.9% of the total faculty full-time equivalent (FTE). Over the past six years part-time faculty have averaged 10.3% of the total faculty. Thus, last year's percentage of FTE is somewhat higher than the average.

Although the percentage of part-time faculty in the State Colleges is not increasing rapidly or continuously, it is higher than it has been for the past several years. From 1961-62 through 1966-67 the average number of part-time faculty has been 26.4% of the total faculty. From 1956-57 through 1960-61, this average was 23.5% of the faculty. Thus, the proportion has increased almost 3%. (Nationally, part-time faculty equal about 26.6% of total faculty in academic fields.)[1]

In 1967-68, 52.2% of the State College full-time faculty hold doctorates: professors, 81.5%; associate professors, 63.0%; assistant professors, 34.0%; and instructors, 1.0%.

A recent survey of teaching faculty in universities and colleges across the country finds that 51% of all teaching faculty employed full-time in the spring of 1963 held doctorates.[2] (By comparison, in the fall of 1964, 56.4% of the California State College faculty held doctorates.) According to the national survey, percentages of faculty with doctorates teaching at the three levels are as follows: lower division, 38%; upper division, 54%; graduate, 73%.

Over the past few years the proportion of State College faculty with doctorates has been declining continuously: 1966-67, 53.4%; 1965-66, 54.8%; and 1959-60, 58.7%. Despite the over-all decline, the percentage of full professors holding doctorates has been relatively constant over the past four years. It declined one percent (to 81.5%) in 1965-66 over 1964-65, but in 1967-68 it remains at that same level (81.5%).

Most of the decline in the proportion of faculty with doctorates has occurred in other ranks. There are almost no faculty in the instructor rank with doctorates: 1% in the last two years. In the associate professor rank in 1959-60 the proportion decreased from 70.2% in 1959-60 to 63.0% in 1967-68. The largest, most continuous decrease in the number of faculty with doctorates is in the assistant professor rank: from 46.8% in 1959-60 to 34.0% in 1967-68.

Terminations

During 1966-67, 716 full-time faculty terminated their employment in the State Colleges. This figure is equal to 10.0% of the total full-time faculty. Of these terminations, 52, or 0.7%, retired or died; 338, or 4.7%, were not rehired. The number of voluntary resignations, the most revealing figure, equals 326, or 4.5%, of the full-time faculty.

The rate of termination is much less in the upper two ranks than in the lower two ranks: professors, 4.1% terminated; associate professors, 3.7%; assistant professors, 12.9%; instructors, 44.7% (nearly half the members of the rank).

Thirty-two percent of the instructors were not rehired. The proportion of instructors to the total faculty is 6%; nevertheless, 25% of the terminations was in the instructor rank. During 1963-64 the termination rate was 6.7% of the total full-time State College faculty: death and retirement, 1.1%; voluntary resignations, 4.8%; and college-initiated resignations, 0.8%.

Designations of the 326 full-time faculty who resigned voluntarily are shown in Table II-4: 6% went to another California State College; 9% left for graduate study; 43.6% joined the faculty of another institution of higher education; and 15.3% left the State Colleges for the private sector, government, primary, or secondary education. (It is interesting to note that 22.8% of the new full-time faculty came from these sources, a larger percentage than left the State Colleges for these areas.)

New Faculty

The State Colleges began the 1967-68 academic year with 1,255 new full-time faculty: professors, 4.9%; associate professors, 9.2%; assistant professors, 73.6%; and instructors, 12.3%.

Thirty-four percent of the new faculty hold a doctorate; 56% hold a master's degree as their highest degree; 9% hold a bachelor's degree; and 1.0% hold some

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[1] James F. Rogers, Staffing American Colleges and Universities, U. S. Office of Education, (Washington, D. C.: U. S. Government Printing Office, 1967), p. 7.

[2] Ralph E. Dunham, Patricia Wright, and Marjorie Chandler, Teaching Faculty in Universities and Four-Year Colleges, U. S. Office of Education, (Washington, D. C.: U.S. Government Printing Office, 1966), p. 5.

Figure II-4
CALIFORNIA STATE COLLEGES PERCENTAGE OF FULL-TIME FACULTY HOLDING DOCTORATES

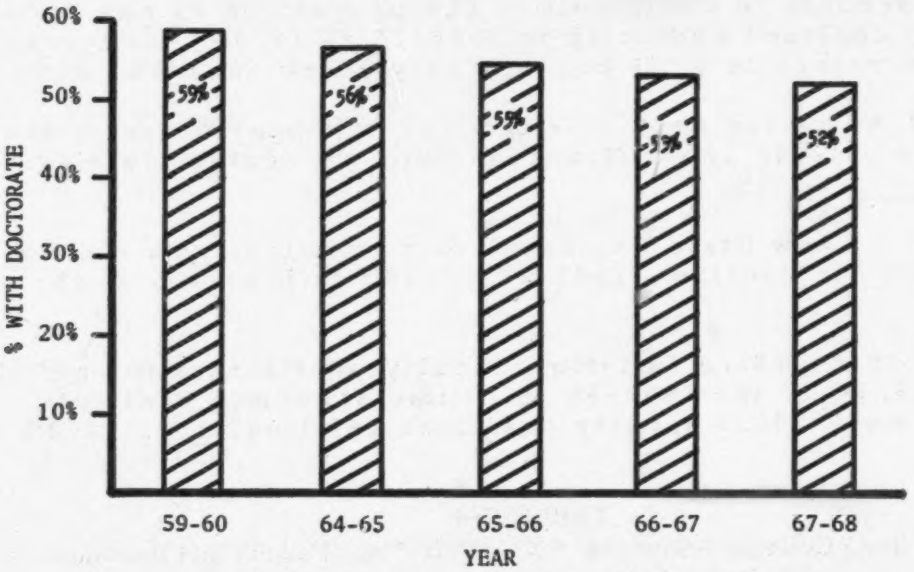
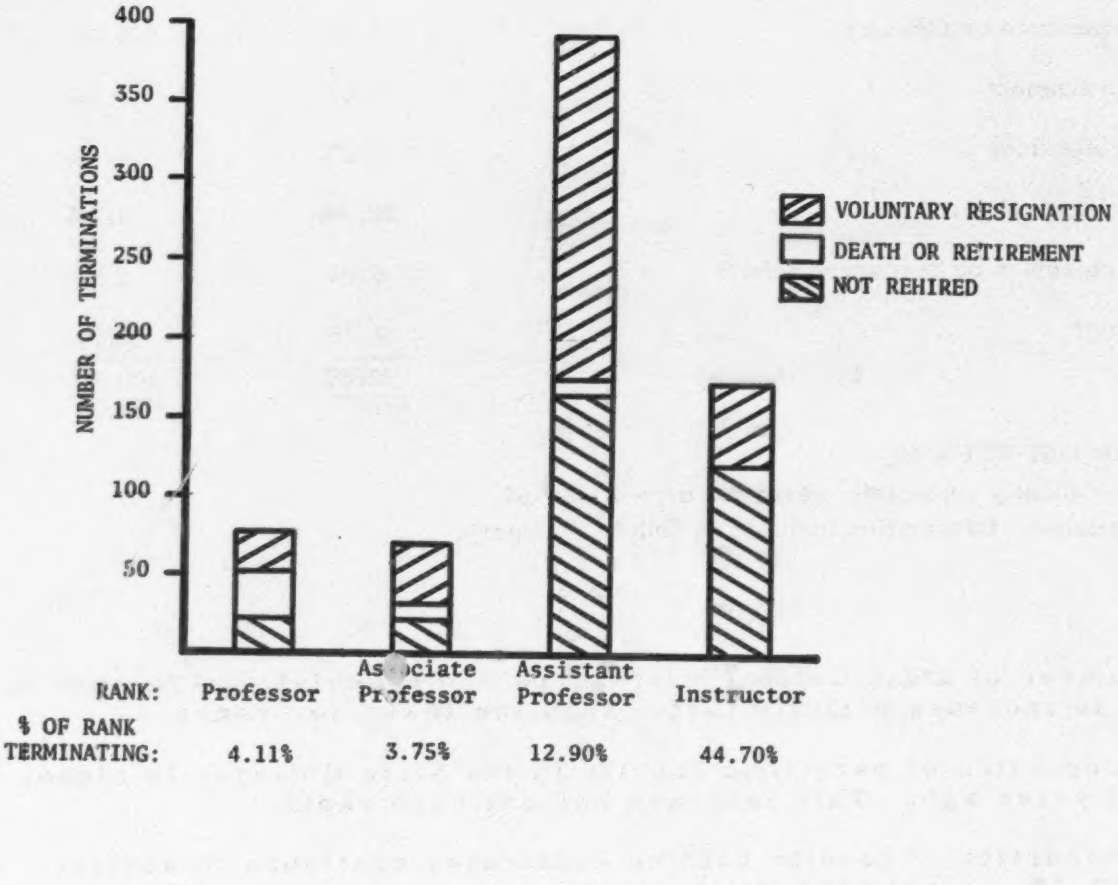


Figure II-5
CALIFORNIA STATE COLLEGE
TERMINATIONS OF FULL-TIME REGULAR FACULTY BY RANK—1966-67



other degree. The proportion of new faculty holding doctorates has declined since 1962 with the exception of 1966-67. (In 1963-64 the proportion was 47.8%.)

Sources of new full-time faculty in the State Colleges in 1967-68 are indicated in Table II-4: 38% from sources outside the state, including other institutions of higher education and graduate study; 26.4% from public institutions of higher education and graduate schools in California. The proportion of new faculty from out-of-state institutions, declined radically in 1966-67 to 14.9%, increased to 25.8% in 1967-68. This percentage is still considerably below 1965-66, when it was 35%.

In 1967-68, 22.8% of the new full-time faculty came directly from graduate schools both in and outside of California. This percentage is slightly less than that in 1966-67, i.e., 24.9%.

The proportion of new State College faculty coming from the University of California continued its decline: 1967-68, 7.3%; in 1966-67, 8.4%; and 1965-66, 12.8%.

As of July 15, 1967, 661.0 full-time faculty positions were unfilled. This figure represents 7.7% of the 1967-68 full-time academic positions. At the same date in 1966 there were 582.3 faculty positions unfilled, i.e., 7.2% of the academic positions.

TABLE II-4
California State Colleges--Sources of New Full-Time Faculty and Destinations of Voluntarily Resigning Full-Time Faculty

	Source[1]	Destination[2]
Another California State College	6.3%	6.4%
University of California	7.3%	2.1%
California Junior College	2.7%	2.8%
California Private College or University	---[3]	2.1%
Out-of-State College or University	25.8%	29.4%
Out-of-State Junior College	.1%	.6%
Commerce or Industry	7.9%	5.8%
Government	5.5%	2.8%
Professions	4.3%	4.9%
Graduate Study	22.8%	9.2%
Elementary or Secondary School	6.1%	1.8%
Other	12.2%	31.9%
TOTAL	99.8%	100.0%

[1] Source of new 1967-68 Faculty.

[2] Destination of faculty voluntarily resigning during 1966-67.

[3] Data not available. Information included in "other" category.

Summary

1. The number of State College professors and associate professors in 1967-68 continues to increase slightly faster than the lower two ranks.

2. The proportion of part-time faculty in the State Colleges is higher than that of several years ago. This increase has not been rapid.

3. The proportion of faculty holding doctorates continues to decline. This proportion, 52.2%, is near the national average.

4. The State Colleges have a high rate of faculty terminations. The recent increase is due largely to the substantial increase in college-initiated resignations. Of those leaving, a majority went to another institution of higher education.

5. Of new faculty appointments, the largest source is out-of-state colleges and universities; however, the proportion from this source is declining.

6. The number and proportion of unfilled positions to total faculty, as of the middle of July, 1967, were higher than those in 1966.

California Public Junior Colleges

In September 1967 the public Junior Colleges in California were surveyed regarding data on faculty recruitment. A response rate of 89.3% was received from 74 of the 83 Junior Colleges.

Between September 1966 and September 1967 Junior Colleges added 1,404 classroom instructors to fill new positions and to fill positions vacated through attrition. Eight hundred seventy-six appointments were made to fill positions vacated through turnover, and 528 were for new positions created through expanding enrollments.

Junior Colleges reported a total of 8,794 day instructional faculty members employed in September 1966. The total rose to 10,198 in September 1967. Full-time and part-time instructors were reported in separate categories. In September of 1966, 93.9% of the faculty were classified as full-time.

The Junior Colleges divide their faculty into two groups: academic and vocational. In September of 1966 7,397 (84.1%) of the instructors were academic and 1,317 (15.9%) vocational.

In 1964-65, 7.4% of Junior College instructors held the doctorate. In September 1967, 6.4% held the doctorate, and 65% held the master's degree.

Of new Junior College appointees, 3.5% hold the doctorate, 65.7% the master's and 15.4% the baccalaureate degree only. Part of the remaining 15.3% have other academic backgrounds, and part were not reported by the responding institutions.

Educational institutions in California are the source for 49.3% of the new instructors. California high schools provided 24.1% of this group; other California public Junior Colleges; 9.1%; and California four-year institutions, 6.3%. Graduate study was a source for 16.5%; business, industry and government, 15.3%.

Losses total 876 instructors among the responding Junior College. Voluntary resignations are the largest cause (46.1%), including those on leaves of absence. Other reasons for faculty losses are leaves of absence (19.7%), transfer with district (14.3%), retirement (12.0%), termination by college-initiated action (4.4%), and death (3.4%). Excluding leaves of absence, the figures are similar to those reported in September of 1966. The principal difference is that this year transfers within districts which have more than doubled account for a larger share of faculty losses of Junior Colleges.

There were only 26 unfilled positions at the beginning of September 1967 in the Junior Colleges responding to the questionnaire.

SECTION III

FACULTY SALARIES

Since 1963-64, the Council has compared average full-time, 9-month, faculty salaries for all ranks at the State Colleges and the University with those at the respective comparison institutions. These comparisons are shown in Figures III-1 and III-2 and are shown for each rank individually in Figures A-1 through A-8 in the Appendix. The average all-ranks salaries in Figures III-1 and III-2 are adjusted to reflect the distribution of faculty among the ranks at the State Colleges and the University.[1]

Salary data for 1967-68 were obtained from the comparison institutions. The 1968-69 figures are projections made by the Council using the method of projection recommended by the Legislative Analyst. The projections continue into 1968-69 the average increases at the comparison institutions over the past five years.[2]

Achieving External Consistency

The faculty salary increases necessary for the State Colleges and the University to achieve external consistency, i.e. comparability, with their comparison institutions are shown in Tables III-A and III-B. The average full-time, 9-month faculty salary deficiency of the State Colleges in 1968-69 is expected to be $1,189 or 10.03%; the deficiency for the University is expected to be $705 or 5.47%.

Four years of historical data on faculty salaries in the State Colleges and University and their respective comparison institutions are available from past publications of the American Association of University Professors.[3]

The State Colleges with respect to their eighteen comparison institutions ranked 14 in average faculty salaries in 1963-64 (two institutions not reporting) 17 in 1964-65, 11 in 1965-66, and 11 in 1966-67. Data compiled show that the State Colleges dropped to a ranking of 13 in 1967-68. Council projections for each of the eighteen institutions indicate that the State Colleges would rank 10 in 1968-69 if the projected deficit of 10% were made up.

Ranking of faculty salaries for the University and its eight comparison institutions shows that the University was in fourth position in 1963-64, dropped to sixth in 1964-65, held this position in 1965-66, then dropped to seventh in 1966-67 and remains in seventh position in 1967-68.

Salary Policies and Practices

California State Colleges. The State Colleges employ two different salary schedules for faculty members, one (Class I) for faculty without doctorates and one (Class II) for those with earned doctorates or their equivalents. The schedules provide five steps of 5% within each rank for both classes. In all ranks and in both classes the range between the bottom and the top step is approximately 22% of the salary at the bottom step.

The State Colleges currently pay 9-month salaries in 12 equal installments. When a person joins the faculty in September, he receives his first payment on approximately September 30 and the last payment on approximately August 30 of the following calendar year. General raises granted by the State Colleges become effective July 1, the beginning of the fiscal year.

University of California. The University employs one pay step for instructors, four for assistant professors, three for associate professors, and five for full professors.

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[1] The adjusted mean is derived as follows:

a. Computing a weighted institutional average for each academic rank of the comparison institutions.
b. Multiplying these averages by the number of faculty in each academic rank at the University or the State Colleges.
c. Dividing by the total number of faculty in all the ranks at the University or the State Colleges.

[2] Projections are made in two steps:

a. Projections are made for each rank at the comparison institutions. Average increases for each rank from 1963-64 through 1967-68 are assumed to continue into 1968-69.
b. An all-ranks average salary adjusted to reflect the faculty distribution of the State Colleges and the University is calculated from the averages by rank. The method of adjustment is the same as that described in the previous footnote.

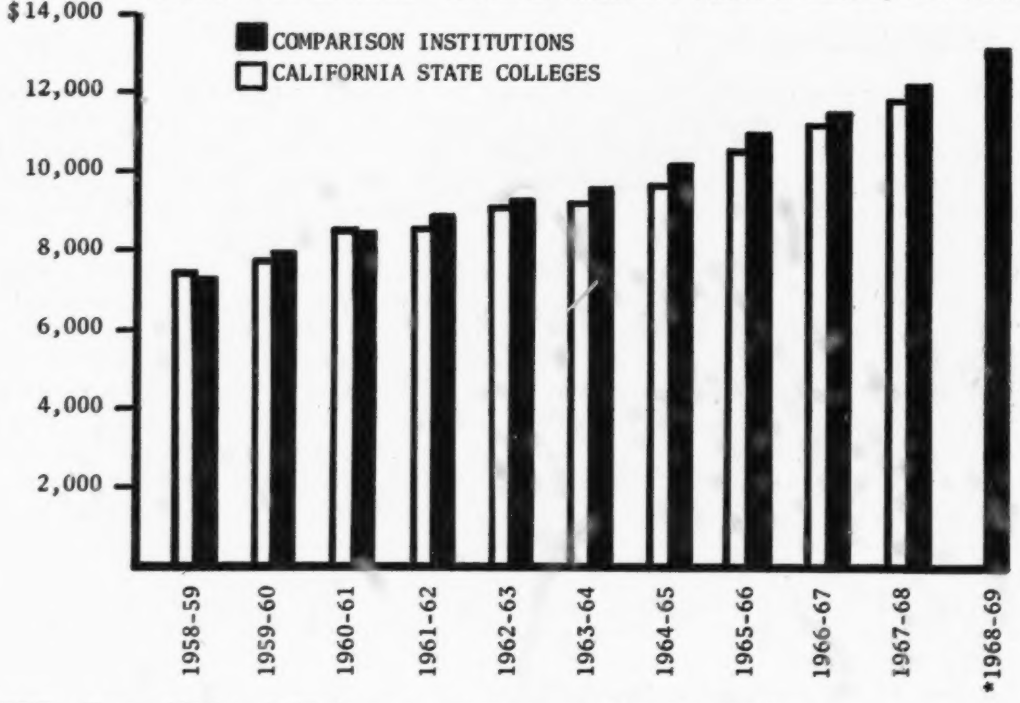
[3] These reports are published in the summer issue of the AAUP Bulletin under the title "The Economic Status of the Profession".

There are two schedules for regular ranks: one for 9-month faculty and another for 11-month faculty. At the assistant-professor rank there is a 19.3% range between the bottom and top step on the 9-month scale and 17.4% on the 11-month scale. At the associate professor rank there is a 14.4% range on the 9-month scale and a 13.8% range on the 11-month scale. The range is much greater in the full-professor rank, with a 47.3% range on the 9-month schedule and a 46.6% range on the 11-month schedule. None of the ranks overlap in pay.

The University makes its pay increases effective July 1. Of the 1967-68 faculty, 239 were over-scale appointments.

Figure III-1

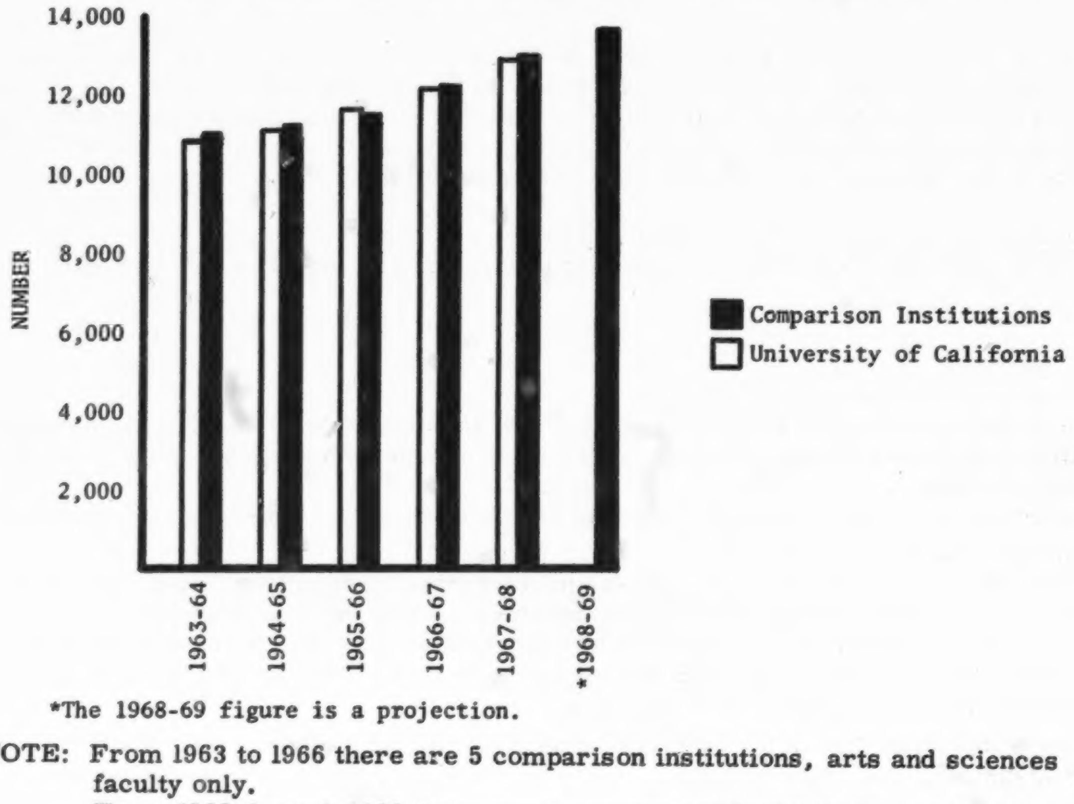
COMPARISON OF SALARIES OF THE CALIFORNIA STATE COLLEGES
AND ITS COMPARISON INSTITUTIONS—ADJUSTED AVERAGE 9-MONTH SALARIES, ALL RANKS



NOTE: From 1958 to 1966 there are ten comparison institutions.
From 1966 to 1968 there are eighteen comparison institutions.

Figure III-2

COMPARISON OF SALARIES
OF THE UNIVERSITY OF CALIFORNIA AND ITS COMPARISON INSTITUTIONS
--ADJUSTED AVERAGE 9-MONTH SALARIES, ALL RANKS



*The 1968-69 figure is a projection.

NOTE: From 1963 to 1966 there are 5 comparison institutions, arts and sciences faculty only.
From 1966 through 1968 there are 8 comparison institutions, total university faculty excluding Law, Dentistry, and Medicine.

TABLE III-A

Increase Necessary to Achieve Salary Comparability of the State Colleges With Their Comparison Institutions-- Nine-Month, Full-Time Faculty

	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks (Adjusted)
Comparison Institutions 1968-69 Salaries (Projected)	$17,696	$13,190	$10,718	$8,200	$13,039
California State Colleges 1967-68 Salaries (Actual)	$15,851	$12,033	$ 9,727	$8,341	$11,850
			Increase in dollars		$ 1,189
			Percentage increase		10.03%

TABLE III-B

Increase Necessary to Achieve Salary Comparability of University of California With Its Comparison Institutions--- Nine-Month, Full-Time Faculty (Excluding Law, Medicine, and Dentistry)

	Professor	Associate Professor	Assistant Professor	Instructor	All Ranks (Adjusted)
Comparison Institutions 1968-69 Salaries (Projected)	$19,057	$13,416	$10,591	$8,302	$13,597
University of California 1967-68 Salaries (Actual)	$18,209	$12,650	$10,055	$7,370	$12,892
			Increase in dollars		$ 705
			Percentage increase		5.47%

SECTION IV

SALARIES FOR SELECTED ADMINISTRATIVE POSITIONS AND LIBRARIANS

In response to the statement adopted by the Assembly Ways and Means Committee on May 22, 1967, the Council has collected information about annual salaries, and length of required annual service for four administrative positions and for librarians. The four administrative positions are department chairmen/department heads, division chairmen/associate deans, academic deans, and campus vice-presidents/vice chancellors for academic affairs. The Council requested data from the State Colleges, the University, and their respective comparison institutions. Additional information was compiled from other available sources.

LIBRARIANS

The University and the State Colleges use five employment classifications for professional librarians and use essentially the same job descriptions. The employment classifications are Librarian I, Librarian II, Librarian III, Librarian IV, and Librarian V. In addition to the five classifications for professional librarians, the University uses the classes of Assistant Librarian and Associate Librarian.[1] The State Colleges do not use these latter two classifications. Both segments use the classification of Head Librarian, College Librarian, and/or University Librarian.

Professional Librarians[2]

Institutions typically require twelve months of service of librarians. A survey conducted by the American Library Association indicates that approximately 76 percent of the 1,891 college and university libraries included in the survey report that a majority of full-time library staff members are employed for 12 months.[3] Most of the institutions which employ a majority of librarians on a nine-month basis are junior colleges. The University and the State Colleges indicate that appointments are usually made for twelve months. The comparison institutions also require twelve months of service of professional librarians. Consequently, all librarian salaries considered in this report are based upon twelve-month appointments.

Status of Librarians. Many librarians and some academic personnel claim that the trend in college libraries is to grant academic status to librarians, with rights, benefits, salaries, and working conditions equivalent to those of faculty. The trend, if one exists, is not clearly established, and implications of the term "academic status" are not completely apparent. Each library interprets faculty status as defined at its own institution, since no consensus of interpretation exists.

Data from sixteen of the eighteen State College comparison institutions show that eight of the sixteen relate salaries for professional librarians to academic salaries. The relationship clearly is not one of equality. Twelve of the sixteen indicate that academic rank is given either to all librarians or selected librarians. However, approximately half this number indicate they do not apply faculty criteria and procedures to librarians in relation to selection and appointment, retention and tenure, and promotion. Twelve of the sixteen comparison institutions indicate that professional librarians are eligible for sabbatical leaves. At four institutions professional librarians are not eligible for sabbatical leaves.

Data supplied by the University indicate that only two of the University's comparison institutions give academic rank to selected professional librarians, while six of the eight indicate they do not give academic rank to librarians. In some cases, depending on circumstances in each comparison institution, librarians are eligible for sabbatical leaves.

Neither the University nor the State Colleges apply faculty criteria and procedures to librarians in relation to selection and appointment, retention and tenure, or promotion. Librarians are eligible for sabbatical leaves in the State Colleges, but not in the University.

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[1] Job descriptions for librarians at the University and the State Colleges are included in Appendix B.

[2] Salaries for head librarians are discussed on page IV-9.

[3] Library Statistics of Colleges and Universities, 1965-66 (Chicago: American Library Association, 1967).

It is common practice in the University and the State College comparison institutions for librarians to receive the same countable fringe benefits extended to faculty. This practice is followed in the California segments.

Before recommendations can be made on the status of librarians, more study is required.

Need for Librarians. Libraries are judged by various standards. The number of volumes held by an institution, the percentage of the total educational and general budget of an institution used to support library service, specialized collections, and the quality of the librarians are often cited. A library will offer inferior service, far below its potential, if it does not have a competent staff. [Throughout the nation there is an acute shortage of professional librarians, making it difficult to add to, or even to maintain, existing library staffs.[1]] Increasing college and university enrollments, changing curricula and developing needs, rising rates of publication, and increasing varieties of materials have all contributed to the need for more and better trained librarians. A recent report of the State University of New York notes that the "development of State University libraries is still hampered by the extremely limited availability of professionally trained and qualified librarians and teachers of librarianship."[2] The report calls attention to the acute shortage of librarians when it states, "The national demand for qualified professional librarians far exceeds the supply, and the current number of graduates from the nation's library schools does not even meet the needs created by retirements, resignations, and the normal growth of all library services."[3] Because of the difficulties in staffing libraries, New York has introduced library technician programs in several of its community colleges. The two-year graduates can assume many of the technical duties performed in libraries, thereby freeing the professional librarians for administrative and more complex operational duties.

Acquisition of Data on Salaries Paid Professional Librarians. It is far more difficult to collect and organize data on salaries paid professional librarians than it is for faculty. The faculty ranks of instructor, assistant professor, associate professor and professor are commonly used, have similar meaning and require similar qualifications in most institutions of higher education. Commonly accepted terminology does not exist, however, within library services at institutions of higher education. While both the State Colleges and the University use five classifications for librarians, a wide range of classifications exists in the comparison institutions. One institution, for example, uses two classifications, while others use four, five, or six classifications for professional librarians.

This report, therefore, groups professional librarians at the comparison institutions into equivalent classifications used by the State Colleges and University. The grouping of librarians into equivalent classifications can best be done by the comparison institutions themselves, since they know best the duties of each employee. Thus, each head librarian at the comparison institutions was provided with job descriptions used by the California institutions in order to group his staff according to the descriptions for each classification and to indicate average salaries for each of the five classifications.

For the State Colleges these summaries were returned to the Chancellor's Office, where they were tabulated. A summary was reported to the Council. The State Colleges provided copies of their worksheets showing the institutional breakdown. In addition, data from an additional institution and minor adjustments in data from several institutions arrived since preparation of the December report to the Council. Because of this additional information, the data contained in the present report are somewhat different from those contained in the December report.

Data provided by the University's comparison institutions were supplied in response to the December 6, 1967, resolution of the Council.

California State Colleges

The State Colleges employ 345 professional librarians in 1967-68, an increase of two positions over 1966-67. The State Colleges report that they have not been able to fill 38 positions for the current year. The number and percentage of unfilled positions have increased steadily since 1964. In 1964 there were

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[1] 1967 Progress Report and Interim Revision of the Master Plan of 1964 for the State University of New York (Albany: State University of New York, 1967), p. 39.

[2] Ibid., p. 39.

[3] Ibid., p. 39.

10.3 vacancies (3.9% of total budgeted); in 1965, 14.3 vacancies (5.4%); and in 1966, vacancies increased to 35.8 (11.2%).

In 1966-67, 5.4% of the professional librarians at the State Colleges held the doctorate; in 1967-68 this proportion has decreased to 4.1%. The eighteen comparison institutions report that 5.3% of the professional librarians hold the doctorate in 1967-68.

Salary and staffing pattern data for two academic years for professional librarians are presented in Table IV-1.

TABLE IV-1
Salaries for Professional Librarians--California State Colleges
And Their Comparison Institutions
(12 Months)

		Comparison Institutions*			California State Colleges		
	Classification	Number	% in Classification	Average Salary	Number	% in Classification	Average Salary
1966-67	I	171.	22.16	$ 7,030	39	11.37	$ 6,720
	II	275.25	34.73	7,919	176	51.31	8,424
	III	143.	18.04	9,000	100	29.15	9,972
	IV	157.5	19.87	10,618	27	7.87	11,652
	V	45.75	5.77	13,026	1	0.29	13,326
All-ranks average		792.5	100.	$ 8,753	343	100.	$ 8,950
Adjusted all-ranks average				$ 8,360			
1967-68	I	170.	21.75	$ 7,687	30	8.70	$ 7,076
	II	269.25	34.45	8,359	168	48.70	8,769
	III	143.	18.30	9,501	113	32.75	10,551
	IV	154.5	19.77	11,361	33	9.57	12,165
	V	44.75	5.73	13,867	1	0.29	13,992
All-ranks average		781.5	100.	$ 9,330	345	100.	$ 9,545
Adjusted all-ranks average				$ 8,978			

Average five-year percentage increase in comparison institutions - 5.98%

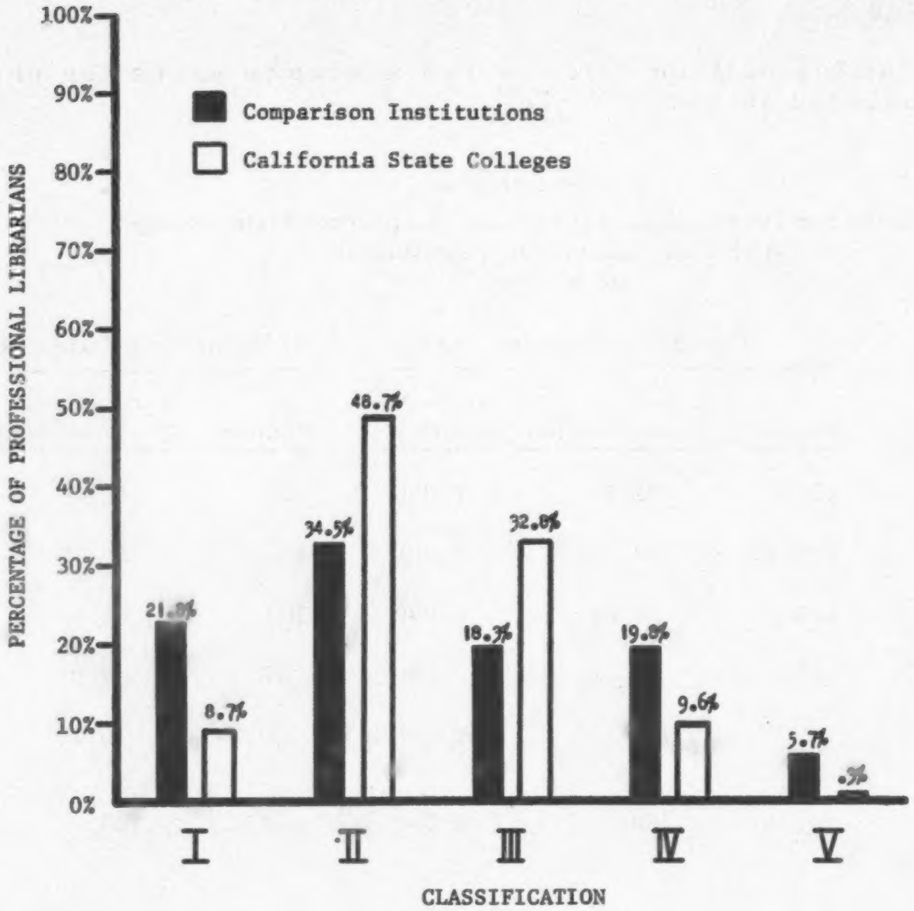
1968-69 projected average salary comparison - $9,888

1968-69 adjusted projected average salary comparison institutions - $9,515

*Based on reports from 17 of the 18 State College comparison institutions.

Staffing Pattern. Staffing patterns of professional librarians at the State Colleges and their comparison institutions for the current academic year are displayed in FigureIV-1. The 8.7 percent of personnel in the Librarian I classification in the State Colleges represents a decline from the previous year, when 11.37 percent were in this classification. Average salaries paid to those classified as Librarian I, the professional entry level for librarians, are approximately 10 percent below the average for the comparison institutions.

Figure IV-1
STAFFING PATTERN FOR PROFESSIONAL LIBRARIANS
IN THE CALIFORNIA STATE COLLEGES
AND THEIR COMPARISON INSTITUTIONS, 1967-68



The State College staffing pattern for professional librarians concentrates staff at the II and III levels relative to the comparison institutions. The State Colleges employ 81.45 percent of their professional librarians at these two levels, while the comparison institutions employ 52.75 percent of their professional librarians at the same two levels.

The employment of relatively few librarians at the lowest level does not, however, offset the concentration at the second and third levels, since 90.15 percent of the State College professional librarians are employed at the lower three levels, while 74.5 percent of the librarians at the comparison institutions are employed at these levels. This proportion leaves less than 10 percent of the State College professional librarians at the two highest levels (Librarian IV and V). In contrast, the comparison institutions employ more than 25 percent of their professional librarians at the two highest levels. There is only one person in the State Colleges in the Librarian V classification.

Comparison of Adjusted All-Ranks Average Salaries. Comparison of the adjusted all-ranks average salaries for professional librarians (salaries paid by the comparison institutions adjusted to the State College staffing pattern) shows that in 1966-67 the average professional librarian's salary in the State Colleges was $590 (approximately 6.75%) above that paid by the comparison institutions. In 1967-68 the average salary for professional librarians in the State Colleges is $567 (approximately 6.32%) above that paid by the comparison institutions.

Reports of the U. S. Office of Education and the American Library Association have been analyzed in order to establish long-term and five-year trends in salaries paid to professional librarians at the State College comparison institutions.[1] The average annual salary increases for professional librarians over the last five years at the State College comparison institutions is 5.98%. The adjusted all-ranks average salary for professional librarians in the comparison institutions in 1968-69 is estimated to be $9,515.[1] Professional librarians in the State Colleges are receiving an average salary in 1967-68 which is $30 greater ($9,545).

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[1] Library Statistics of Colleges and Universities, 1959-60; 1960-61; 1962-63; 1963-64; and Library Statistics of Colleges and Universities, 1965-66.

Average salaries for professional librarians in the State Colleges in 1967-68 are above the estimated average annual salaries for professional librarians in the comparison institutions for 1968-69.

Relationship Between Salaries for Professional Librarians and Faculty. The State Colleges classify librarians as academic-related employees. That is, for budget purposes librarians receive salaries and benefits directly related to faculty salaries and generally receive faculty salary increases.

It is not only important to examine average salaries for professional librarians in the State Colleges, but it is equally important to examine the relationship of professional librarian salaries to faculty salaries.

For the State Colleges in 1966-67 the ratio of the average 12-month salary for professional librarians to the average salary for full-time 9-month faculty was 0.79. In 1967-68 the ratio is 0.81. These ratios for each of the seventeen comparison institutions that reported are shown in Table 2. In 1966-67 the ratio ranged from a low of 0.62 to a high of 0.93 with a median and an average of 0.77. The ratio of the weighted all-ranks average 12-month salaries for professional librarians to the weighted all-ranks full-time 9-month faculty salaries in 1966-67 was 0.77 also. In 1967-68 the range of institutional ratios range from 0.61 to 0.92, with a median and an average of 0.77. In 1967-68 the ratio of the composite averages is 0.77 also.

TABLE IV-2

Ratio of Average 12-Month Salary For Professional Librarians to Average Salary for Full-Time 9-Month Faculty by Institution and Composite Averages

Institution	1967-68	1966-67
A	.61	.63
B	.63	.62
C	.66	.72
D	.69	.73
E	.70	.70
F	.73	.71
G	.76	.74
H	.76	.77
I	.77 median 0.77	.76 median 0.77
J	.77	.77
K	.80	.78
L	.81	.80
M	.84	.81
N	.85	.86
O	.87	.89
P	.91	.93
Q	.92	.93
Average Ratio	0.77	0.77

Seventeen Comparison Institutions-
Composite Ratio

$$\frac{\text{Weighted average full-time 12-month salaries for professional librarians}}{\text{Weighted average full-time 9-month salaries for instructional faculty}}$$

1966-67 $\frac{\$8,753}{\$11,369} = 0.77$

1967-68 $\frac{\$9,330}{\$12,143} = 0.77$

California State Colleges

1966-67 $\frac{\text{average salary-professional librarians}}{\text{average salary-faculty}} = 0.79$

1967-68 $\frac{\text{average salary-professional librarians}}{\text{average salary-faculty}} = 0.81$

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[1] The projected average professional librarian's salary in the comparison institutions for 1968-69 is $9,888. When this average is adjusted to reflect the State College staffing pattern which concentrates personnel in the lower ranks relative to the comparison institutions, the average decreases $373 (i.e., to $9,515).

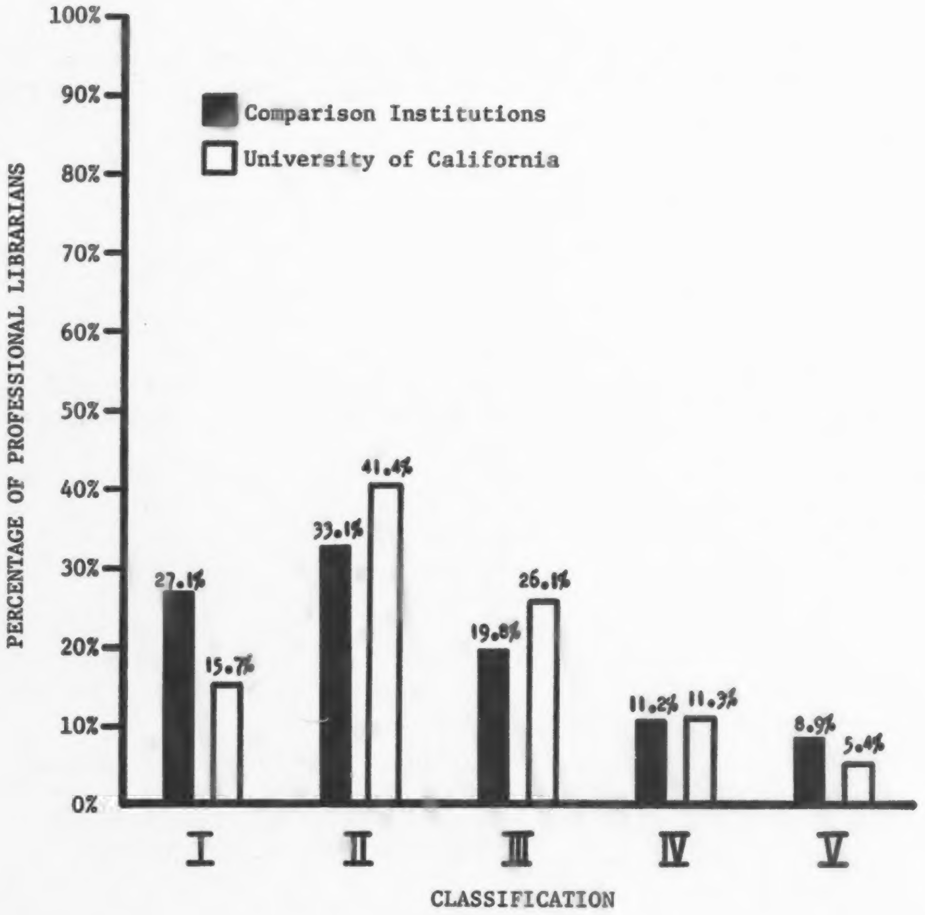
If the relationship between the average salary for professional librarians and the instructional faculty is established at the value maintained by the comparison institutions (0.77 for median, average and composite values) an increase in salaries for State College professional librarians is necessary to accompany recommendations for faculty salary increases transmitted by the Council to the Governor and Legislature. When average faculty salaries in State Colleges are increased by 10% in accordance with the recommendation of the Council, funds to provide for salary adjustments for professional librarians in 1968-69 of 5.19% will be needed in order to maintain the relationship of average 12-month salaries for professional librarians to average 9-month instructional faculty salaries equal to 0.77.[1]

University of California

The University employs 529 professional librarians in 1967-68, an increase of 27 positions over 1966-67.

Staffing Pattern. A comparison of the staffing pattern of professional librarians at the University and its comparison institutions is shown in Figure IV-2. The portion of individuals employed in the Librarian I classification, the professional entry level, is about 12 percent below that of the comparison institutions and represents a significant decrease over the previous year (21.9 percent of total to 15.69 percent of total).

Figure IV-2
STAFFING PATTERN FOR PROFESSIONAL LIBRARIANS IN THE UNIVERSITY OF CALIFORNIA AND ITS COMPARISON INSTITUTIONS 1967-68



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[1] The recommendation on faculty salaries approved by the Council would provide an average faculty salary in the State Colleges of $13,039 in 1968-69. Professional librarians, as academically-related employees, having their average annual salary related to faculty salaries by a factor of 0.77 would anticipate average salaries of $10,040. The current average salary for professional librarians in the State Colleges is $9,545. Therefore, in order to preserve appropriate relationships, an increase of 5.19% would be required.

The staffing pattern of the University concentrates personnel in the Librarian II and III classifications. The University employs 67 percent of its professional librarians at these two levels, while the comparison institutions employ approximately 53 percent of their professional librarians at the same two levels.

When the staffing pattern for the University is applied to salaries paid by its comparison institutions, the adjustment in 1966-67 reduces the all-ranks average by approximately $200. In 1967-68, the adjustment produces an average which is $32 greater. This change indicates a shift in the employment pattern for professional librarians from the lower classifications to the upper classifications in the University. The percentage employed at each classification increased between the two years except for the lowest classification, Librarian I, where the decrease was more than 28 percent. The all-ranks average for the comparison institutions and the adjusted average in 1967-68 are unusually close; therefore, variations in the staffing pattern between the University and its comparison institutions are reasonable.

Comparison of Adjusted All-Ranks Average Salaries. Data on salaries for the five classifications of professional librarians in the University and its comparison institutions are presented in Table IV-3.

In 1966-67 the all-ranks average salary for professional librarians in the University was $8 above that paid by the comparison institutions ($8,739 vs $8,731). In 1967-68 the average salary for professional librarians in the comparison institutions is $9,427. The average professional librarian's salary in the University is $109 less than that in the comparison institutions.

Between 1966 and 1967 the average salary paid librarians in the University's comparison institutions increased by 5.14 percent. Accompanying this increase was a small change in the staffing pattern. If the staffing pattern were considered constant at the 1966 distribution, the indicated increase in salaries for librarians is 5.18 percent. Limited data available (reports of the Office of Education and the American Library Association) for the comparison institutions indicate that the 5.18 percent increase is consistent with the past 5-year trend. Assuming that this increase will apply in 1968-69, one may estimate that the all-ranks average salary for professional librarians at the University's comparison institutions will be $9,882. When adjusted for the staffing pattern of the University, the 1968-69 average is estimated to be $9,915.

The average salary of the full-time professional librarian at the University would need be increased by $597 (6.4 percent) in order to achieve external consistency.

Relationship Between Salaries for Professional Librarians and Faculty. The University classifies librarians as "other academic" employees. Historically, librarians have been paid salaries which are related to faculty salaries, and librarians have been included in the salary base. Salary increases granted to faculty which are based upon faculty salary comparisons have been extended to the entire academic grouping. Through this procedure funds have been provided to increase salaries for librarians at the faculty increase rate. Therefore, the relationship between professional librarian salaries and faculty salaries must be examined.

For the University in 1966-67 the ratio of the average 12-month salary for the five classes of professional librarians to the average salary of full-time 9-month faculty was 0.728. In 1967-68 the ratio is 0.723. Ratios in 1967-68 for each of the eight comparison institutions are shown in Table IV-4. The median ratio in 1967-68 is 0.655. For 1967-68 the ratio of weighted all-ranks average 12-month salaries for professional librarians to the weighted all-ranks full-time 9-month faculty salaries is 0.71. In 1966-67 it was also 0.71.

The University uses the titles of Assistant Librarian and Associate Librarian as well as the five classes of Librarian I, II, III, IV, and V. When these two additional classifications are included, the ratio of librarian salaries to faculty salaries in the University changes to 0.737 for 1966-67 and 0.735 for 1967-68.

Six of the University's eight comparison institutions reported the number and average salary for these two additional classifications. When they are included in the determination of average salaries for librarians at the comparison institutions, the ratio of average 12-month salaries for librarians to average 9-month salaries for 9-month faculty is 0.744.

TABLE IV-3
Salaries for Professional Librarians--University of California And Its Comparison Institutions (12 Months)

		Comparison Institutions			University of California		
	Classification	Number	% in Classification	Average Salary	Number	% in Classification	Average Salary
1966-67							
	I	251	29.19	$ 6,900	110	21.91	$ 6,776
	II	247	28.72	7,855	202	40.24	8,088
	III	177	20.58	9,425	112	22.31	9,663
	IV	123	14.30	11,954	55	10.96	11,320
	V	62	7.21	14,103	23	4.58	13,166
All-ranks average		860	100.	$ 8,936	502	100.	$ 8,739
Adjusted all-ranks average*				$ 8,731			
1967-68							
	I	252.5	27.08	$ 7,222	83	15.69	$ 7,070
	II	308.8	33.12	8,413	219	41.40	8,375
	III	184.5	19.79	10,031	138	26.09	10,151
	IV	104	11.16	12,226	60	11.34	11,747
	V	82.5	8.85	14,729	29	5.48	13,872
All-ranks average		932.3	100.	$ 9,395	529	100.	$ 9,318
Adjusted all-ranks average*				$ 9,427			

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*Based on University of California staffing pattern.

TABLE IV-4
Ratios of Average Professional Librarian Salaries to Average Faculty Salaries in the University of California Comparison Institutions

Institution	Ratio 1967-68	
S	0.60	
T	0.62	
U	0.64	
V	0.65	
		median 0.6555
W	0.66	
X	0.69	
Y	0.79	
Z	0.80	
Average	0.68	

Ratios of Weight Average Salaries

Five classes of Librarians (I, II, III, IV, and V)

	University of California	Comparison Institutions
1966-67	$\frac{\$8,739}{\$12,005} = 0.728$	$\frac{\$8,936}{\$12,657} = 0.71$
1967-68	$\frac{\$9,318}{\$12,892} = 0.723$	$\frac{\$9,395}{\$13,265} = 0.71$

Seven classes of Librarians (includes associate and assistant librarians)

	University of California	Comparison Institutions
1966-67	$\frac{\$8,852}{\$12,005} = 0.737$	N/A
1967-68	$\frac{\$9,481}{\$12,892} = 0.735$	$\frac{\$9,670}{\$12,994} = 0.744$*

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*Data from six institutions.

If the relationship between the average salary of professional librarians (excluding head librarians) and that of instructional faculty is established at the average value maintained by the comparison institutions, an increase in salaries for University professional librarians is needed to accompany the salary increase for faculty recommended by the Council to the Governor and Legislature.

When average faculty salaries in the University are increased by 5.5% in accordance with the recommendation of the Council, funds in the amount of 6.7% will be needed to provide an average increase in salaries for librarians in 1968-69 in order to maintain the relationship (0.744) of average 12-month salaries for librarians (excluding head librarians) to average 9-month instructional faculty salaries.[1]

HEAD LIBRARIANS

California State Colleges

Head librarians in the State Colleges are appointed for a 12-month period, the same appointment for head librarians at the comparison institutions. In 1966-67 average salaries for head librarians in the State College comparison institutions was $20,088; in 1967-68 they average $21,337. Average salaries for the 18 head librarians in the State Colleges average $18,384 and $19,419 for the same years. In 1966-67 the average salary for State College head librarians was $1,704 (8.15%) below the average of the comparison institutions. In 1967-68 the average is $1,918 (9%) below that of the comparison institutions. Comparisons of average salaries for this small a sample (17 useable responses) must be approached with caution. A disproportionate small salary or a disproportionately large salary paid to one employee of the group will cause the average salary of the group based upon the arithmetic mean to give an unfair impression of the salaries of the group as a whole.

Head librarians fall within the classification of administrative-academic. That is, the position is considered to be administrative, but the salary for the position is related to faculty salaries. In many institutions and in the State Colleges the practice is to express salaries for various administrative positions in terms of a differential over 9-month class-and-rank positions. Many of the academic administrative positions have minimum qualifications equivalent to professors, and many of the individuals come from the professorial rank. Therefore, salaries for academic administrators are often expressed in terms of differentials above average salaries of professors.

The relationship of 12-month head librarians' salaries to 9-month professors' salaries at seventeen of the State College comparison institutions is given in Figure IV-3. The ratios identify the relationships, plotted graphically, and the connecting lines show changes within individual institutions between 1966-67 and 1967-68. The numbers to the left and right of the graph indicate the rank order of the institutions in terms of 1966 FTE students.[2]

Since the ratios are plotted to scale in Figure IV-3, the following relationships are apparent:

1. There is a decided gap in the distribution of the ratios between values of 1.12 and 1.22.
2. All of the institutions with ratios within the grouping of 1.12 or less are institutions having smaller FTE student enrollments.
3. There is a decided gap in the distribution of the ratios between the values of 1.51 and 1.64.

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[1] The recommendation on faculty salaries approved by the Council in December 1967 would provide an average faculty salary in the University of $13,597 in 1968-69. Librarians, having their average annual salary related to faculty salaries by a factor of 0.744, would anticipate average salaries of $10,116. The current average salary for librarians in the University (excluding head librarians) is $9,481. In order to preserve appropriate relationships, an increase of 6.7% would be required.

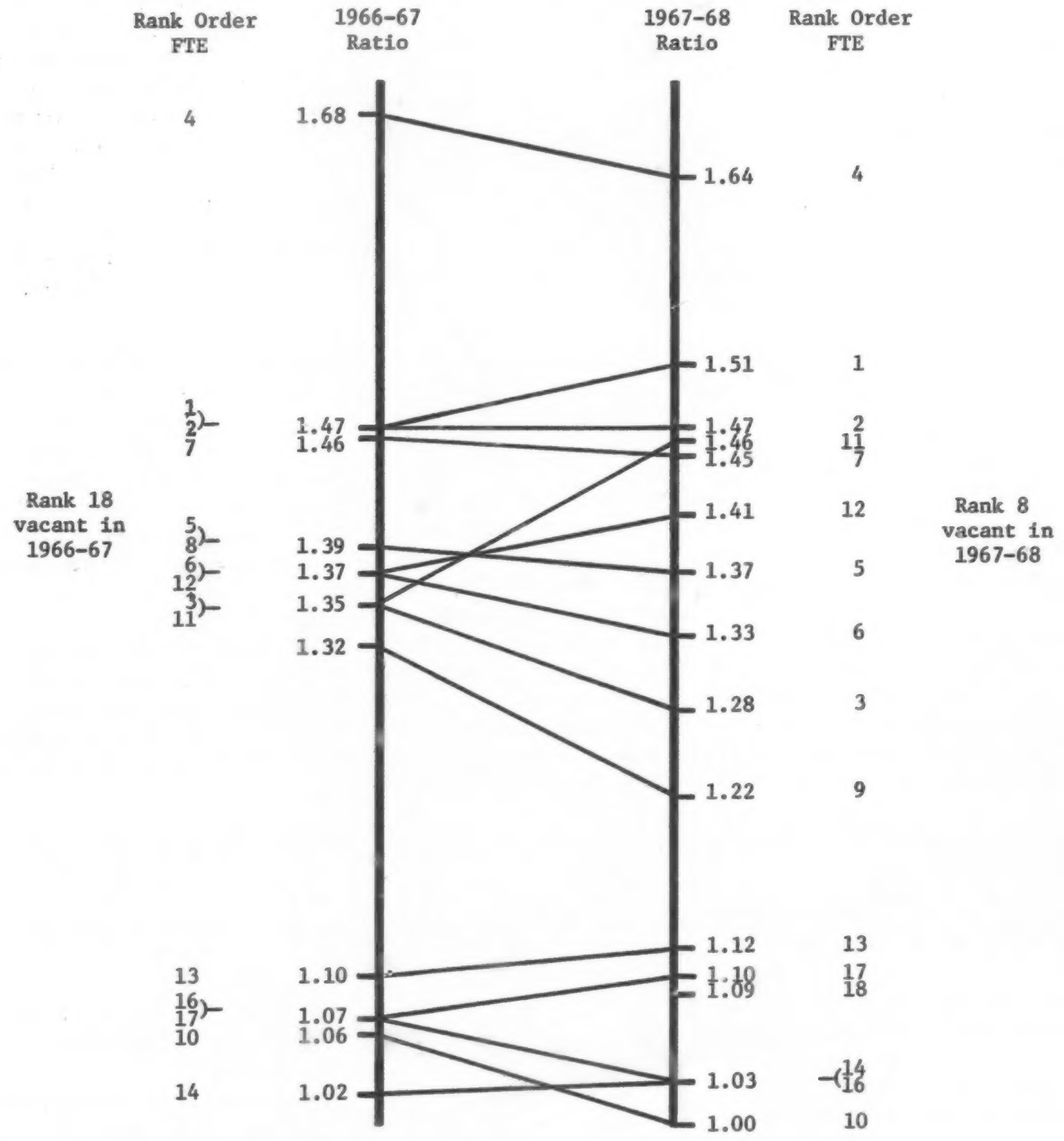
[2] Although enrollment data were obtained from each comparison institution, the figures used were obtained from Opening Fall Enrollment in Higher Education, 1966 (Washington, D. C., U. S. Department of Health, Education, and Welfare, Office of Education, 1967). In addition, see Appendix C for a list of holdings of libraries in the State Colleges, the University, and their comparison institutions.

4. While six institutions increased the salary differential for head librarians between 1966 and 1967, eight institutions decreased the differential. One institution maintained the same differential.

5. In general, the larger ratios (above 1.22) exist at the larger institutions.

6. All of the institutions with ratios of 1.22 and greater had FTE student enrollments of 11,000 or more in 1966.

Figure IV-3
RELATIONSHIPS BETWEEN 12-MONTH SALARIES FOR HEAD LIBRARIANS
AND 9-MONTH PROFESSORS' SALARIES--STATE COLLEGE COMPARISON INSTITUTIONS



The median ratio for those institutions classified as medium or small in size is 1.09. The median ratio for those institutions classified as large is 1.37.[1]

More national statistics are available on salaries paid to head librarians than on most administrative positions in colleges and universities. The U. S. Office of Education prepares an annual report on library statistics.[2] (This function has now been assumed by the American Library Association.[3]) In addition, salaries paid to head librarians have been included in higher education salary surveys conducted by the National Education Association.[4]

The study conducted by the Research Division of the National Education Association concludes from a survey based on an examination of salaries of 820 head librarians that mean salaries are largely related to enrollment-size categories and type of control. While the over-all ratio of the median annual salary of the head librarian to the median 9-month salary of professors for the institutions reporting was 0.8, the ratio within public universities was 1.3 for large institutions and 1.1 for both medium-sized and small institutions.

Although 17 institutions constitute a very small sample, the relationships found within the comparison institutions parallel closely the findings of the U. S. Office of Education. That is, for small and medium-sized institutions the median ratio of head librarians' salaries to professors' salaries in the comparison institutions is 1.09 in contrast to the 1.1 determined by the Office of Education. For the comparison institution classified as large the median ratio is 1.37, somewhat higher than the 1.3 determined by the Office of Education.

If the relationships of the comparison institutions (1.09 and 1.37) are applied according to size of the State Colleges (six campuses classed as large and twelve campuses classed as small or medium-size) the over-all ratio for the eighteen campuses would be 1.18.

Currently the over-all relationship between 12-month head librarians' salaries and 9-month professors' salaries in the State Colleges is 1.23.

Although the head librarians are currently paid above the differential of 1.18, funds would be needed to grant head librarians an average salary increase of 6.1% in 1968-69 in order for the State Colleges to maintain this ratio consistent with the Council's recommendation for an increase of 10% in faculty salaries.

University of California

The University was unable to supply data on head librarians from its comparison institutions. In 1966-67 the University paid head librarians an average annual salary of $19,160; in 1967-68 the average salary is $20,888. The 1967-68 salary represents an average annual salary for head librarians, 14.5% above the average salary for professors paid on a 9-month basis.

SALARIES FOR SELECTED ADMINISTRATIVE POSITIONS

The following four categories of administrative positions are selected for consideration in this report in response to the statement adopted by the Assembly Ways and Means Committee: department chairmen/department heads, division heads/associate deans, academic deans, and campus vice-presidents/vice chancellors for academic affairs.[5] The Council, in conjunction with the State Colleges, collected data from each of the comparison institutions for each of the foregoing categories. The University was unable to supply complete information on salaries paid administrators from its comparison institutions.

As described in the introduction to this report, the policy of California is salary comparability, i.e., like salaries shall be paid for comparable duties and responsibilities. Faculty and professional librarians, other than head librarians, do essentially the same basic work regardless of location or size of institution. The salaries for these positions paid at the comparison institutions are used as a basis for salary recommendations.

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[1] Large public universities are defined as those with enrollments of 10,000 or more; medium-sized public universities, 5,000 to 9,999; small public universities, 5,000 or less.

[2] Library Statistics of Colleges and Universities, 1959-60; 1960-61; 1962-63; 1963-64; Universities, 1965-66.

[3] Library Statistics of Colleges and Universities, 1965-66.

[4] Salaries in Higher Education, 1965-66 (Research Division, National Education Association, February 1966).

[5] See page iv.

The use of this method of comparison as a basis for recommendations for salary levels of administrative personnel and head librarians must be approached with caution. For this group, the range of duties and levels of responsibilities demanded of a position of the same title vary among institutions. The size of an institution is an important factor affecting the difficulty and level of these responsibilities.

The principle that a given administrative position is more demanding at a larger institution is reflected by the salaries offered administrators at these institutions. A recent report of the U. S. Office of Education states that: "Mean salaries of administrators in higher education are largely related to enrollment size categories."[1]

There is a direct relationship between administrative salaries and enrollments; the higher the enrollment, the higher the salaries. This relationship is more pronounced in public institutions than in private institutions. Recommendations for salaries of administrators at State Colleges and the University should take into consideration the size of the campuses.

Chief Academic Officer--Vice President/Vice Chancellor for Academic Affairs

California State Colleges

The 12-month salaries paid to chief academic officers at the comparison institutions of the State Colleges in 1966-67 ranged from $23,500 to $33,000, an average of $28,400. In 1967-68 these salaries range from $25,500 to $36,000, an average of $29,700. The State Colleges paid an average salary to vice-presidents for academic affairs of $21,217 in 1966-67, and $22,755 in 1967-68. Within the comparison institutions the ratio of the 12-month salary paid to the chief academic officer to the corresponding salary of a 9-month professor ranges from 1.23 to 2.29, an average of 1.76. The current salary practice in the State Colleges provides for a 35.5% differential for vice-presidents (12 months) over the salary for a professor on a 9-month basis.

Most of the comparison institutions arrive at their academic administrative salaries by means of negotiations with the individuals concerned. The determination of salaries for academic administrators at the comparison institutions is closely related to the concept of a differential, or stipend, beyond what the administrator would be paid if he were serving in an instructional faculty position. The Trustees of the State Colleges have indicated they plan to convert academic-administrative positions (now paid on the basis of classified rates) to class-and-rank positions with administrative stipends. This practice will make State College salary policies for these positions similar to those of a number of the comparison institutions.

A recent report of the National Education Association indicates for a large sample of institutions the mean differential between various administrators' salaries and professorial salaries.[2] The report relates salaries of various 12-month administrative positions in higher education to 9-month salaries of professors according to size of institution and type of control. The ratio of median 12-month salaries for vice-presidents to 9-month professors within public universities is 1.74 for large institutions, 1.61 for medium-sized institutions, and 1.64 for small institutions.[3]

The foregoing ratios are based on the median salaries for professors at institutions in the different size classes. Salaries of professors also vary according to size of institution. Large public institutions, according to the report, pay almost 20% more on the average to professors than do small ones. The State Colleges, operating on a uniform salary schedule, pay the same salary for for the same position title, regardless of size of campus or geographic location.

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[1] Higher Education Salaries, 1963-64 (Washington, D. C.: U. S. Office of Education, 1965), p. 6.

[2] Salaries in Higher Education, 1965-66 (Research Division, National Education Association, February 1966).

[3] Large public universities are defined as those with enrollments of 10,000 or more; medium-sized public universities are those with an enrollment of 5,000 to 9,999; and small public universities are those with enrollments of 5,000 or less.

These ratios should be calculated on the same base. Since instructional faculty salaries in the State Colleges are determined through comparability with a group of institutions in which 15 of the 18 institutions are classed as large and a weighted average is used, the State Colleges can be considered as large institutions for purposes of examining faculty salary relationships. The above ratios converted to mean salaries of professors at large public institutions become:

1.74 for public universities with enrollments of 10,000 or more

1.47 for public universities with enrollments between 5,000 and 9,999

1.38 for public universities with enrollments of 5,000 or less

Actual size categories of the various campuses of the State Colleges, in terms of the NEA report, are 6 large, 7 medium, and 5 small. For those 12 campuses at which the State College Trustees have authorized the position of Vice President for Academic Affairs, 6 are classified as large, 5 as medium, and 1 as small.[1] If the indicated stipend ratios are applied to the campuses having available the position of Vice-President for Academic Affairs, in accordance with the campus size category, funds to provide an average stipend of 59.7% would be needed. That is, in comparison with public institutions, the ratio of the 12-month average salary for vice-presidents to the average salary for professors on a 9-month basis in the State Colleges should be 1.597. The current differential of 35.5% provided for vice-presidents for academic affairs in the State Colleges is well below that usually provided by other public institutions.

University of California

The University was not able to obtain sufficient data on vice-chancellors for academic affairs from its comparison institutions to permit an analysis. The 1967-68 average salary for nine vice-chancellors for academic affairs at the University is $29,025; in 1966-67 the average salary was $27,457. These averages represent a salary differential of 59 percent above average 9-month salaries for professors.

Department Chairmen/Department Heads

The roles and duties of the department head vary considerably with size of department, academic discipline, number of students majoring in the subject area, level of students, and other factors. Many departments are not large enough to warrant a full-time department head. In these cases, administrative duties are sometimes performed by a department member with an appropriate reduction in teaching load. Other departments are as large as some schools or colleges and not only require a full-time administrator, but administrative assistants as well. Consideration in this report is limited to those departments large enough to justify a full-time department head.

California State Colleges

Four of the State College comparison institutions do not provide additional compensation to department chairmen, ten negotiate suitable salary, and the remaining provide a salary above that of class-and-rank through an administrative stipend. Salary comparisons are provided in Table IV-5.

TABLE IV-5
Department Chairmen--State Colleges and Comparison Institutions

	1966-67			1967-68		
	Low	High	Average	Low	High	Average
Comparison Institutions						
9-month	$14,251	$19,867	$15,830	$15,106	$21,533	$16,100
12-month	17,008	21,348	19,620	18,028	22,529	20,378
State Colleges						
9-month			14,135			14,878
12-month			17,838			18,597

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[1] The twelve campuses are San Jose State College, CSC-Long Beach, San Diego State College, CSC-Los Angeles, San Francisco State College, San Fernando Valley State College, California State Polytechnic College-San Luis Obispo, Sacramento State College, Fresno State College, CSC-Fullerton, Chico State College and Humboldt State College.

The State Colleges do not provide additional compensation to department chairmen. The Trustees of the State Colleges plan to consider the role and salary of department chairmen in an over-all review of the entire State College salary structure.

The University of California

The University was unable to provide data on department chairmen for its comparison institutions. The 1967-68 average salary for 162 nine-month department chairmen in the University is $17,715; for 110 twelve-month appointees, $21,210. The corresponding salaries for 1966-67 were $16,950 and $19,976 respectively.

Prior to the fall of 1967, department chairmen in the University received no additional salary. Effective September 1, 1967, monthly stipends may be paid to chairmen of departments of instruction and research, according to the following schedule based on Departmental Budgeted Funds as shown in the University's annual Departmental Allocations Document.

TABLE IV-6

Monthly Stipend for Department Chairmen
University of California

Budgeted Funds	Range	Period of Service
Under $100,000	Up to $75/month	Up to 11 months
$100,000 to $499,000	Up to $100/month	Up to 11 months
$500,000 to $999,000	Up to $125/month	Up to 11 months
$1,000,000 or more	Up to $150/month	Up to 11 months

The University has also adopted a policy for continuing service during the off-duty quarter of department chairmen. The following policy will become effective in 1968-69:

POLICY FOR CONTINUING SERVICE OF DEPARTMENT CHAIRMEN DURING THEIR OFF-DUTY QUARTER UNIVERSITY OF CALIFORNIA

> Effective July 1, 1968, Chairmen of Departments (except those Chairmen in the Schools of Medicine and Colleges of Agriculture) may be compensated as follows:
>
> A. For departments with 30 or more FTE and an annual budget of $400,000 or more, including extramural funds, Chairmen may receive compensation for up to two months of service during their off-duty quarter at the rate of 1/9 of their annual salary rate per month.
>
> B. For departments with 20 or more FTE and an annual budget of $250,000 or more, including extramural funds, Chairmen may receive compensation for up to one month of service during their off-duty quarter at the rate of 1/9 of their annual salary rate per month.
>
> Extramural funds include all non-state funds, i.e., department chairmen will receive compensation from state sources based upon the amount of departmental funds derived from outside contracting agencies.

Academic Deans

California State Colleges

Academic deans (deans of schools or colleges) at the comparison institutions of the State Colleges received an average salary in 1966-67 of $23,250 for 9-month appointments and $22,700 for 12 month appointments. Salaries for 12-month appointments ranged from $18,500 to $27,000. More than 92% of the appointments were for 12-months. All academic deans in the State Colleges were appointed in 1966-67 on a 12-month basis with an average salary of $19,492.

The range of salaries for 12-month academic deans in the comparison institutions in 1967-68 is from $20,333 to $28,500 with an average of $24,600. The few deans employed on a 9-month basis receive an average salary of $23,400. The average salary for State College academic deans on a 12-month basis is $20,464.

The National Education Association study of salaries in higher education states that the ratio of mean salaries of 12-month academic deans to salaries of 9-month professors (referred to large institutions as a base) as a function of size of institution are as follows: 1.41 for large institutions, 1.33 for medium-sized institutions, and 1.22 for small institutions. If these ratios are applied to the relative size of State College campuses (6 large, 7 medium, 5 small), the anticipated over-all ratio is 1.326. That is, if these ratios are applied to the State Colleges, average salaries for academic deans on a 12-month basis would be 32.6% greater than average salaries paid to 9-month professors.

The State College salary schedule provides a 22.8% differential for 12-month deans salaries above salaries for 9-month professors.

The University of California

The University reported that its comparison institutions did not provide data on salaries for academic deans. The University reports a total of 39 deans in 1967-68; five appointed on a 9-month basis, with an average salary of $27,245, and 34 appointed on a 12-month basis, with an average salary of $26,930. The average salary for the five 9-month appointees is $315 higher than the average salary for the 12-month appointees. In 1966-67 academic deans appointed on the 12-month basis received an average salary of $25,564; those appointed on a 9-month basis received an average salary of $24,042.

The ratio of salaries for 12-month deans to salaries for 9-month professors is higher than that for large public or private universities. If the size of individual University campuses is considered, the anticipated ratio would be on the order of 1.31. The reported ratio is in excess of 1.47.

Compensation for deans at the University is determined on an ad hoc basis by the President for recommendation to the Regents.

Associate Deans/Division Chairmen

California State Colleges

The title of Division Chairman/Associate Dean is extensively used by the State Colleges. There are 107 Division Chairmen/Associate Deans in the State Colleges in 1967-68. Twenty-three of these persons are 9-month appointees at an average salary of $15,597, and 84 are 12-month appointees at an average salary of $16,696. For the same year, the comparison institutions for the State Colleges report one 9-month appointee at a salary of $14,405 and ninety-three 12-month appointees at an average salary of $21,751.

In 1966-67 average salaries paid to 9-month division chairmen in the State College comparison institutions was $16,933, and $20,222 for 12-month appointments. In 1966-67 the State Colleges paid $14,610 and $15,964, respectively.

National surveys of salaries in higher education conducted by the U. S. Office of Education and the National Education Association do not include the category of division chairman or associate dean. The exclusion of these categories may be due to the lack of definition of function and duties for division chairmen and limited use of the position title.

Ten of the 18 State College comparison institutions report that salaries for division chairmen/associate deans are determined through negotiation with the individual, two of the institutions relate salary to rank, and the remainder report differentials of some kind.

The ratio of salaries paid division chairmen/associate deans on a 12-month basis to 9-month professors' salaries at the same comparison institutions varies from 1.14 to 1.48, with an average of 1.34. If the trend line of related position ratios is applied, the anticipated ratio of the mean salary of 12-month division chairmen/associate deans to salaries of 9-month professors is 1.34 for large public universities, 1.25 for medium-sized public universities, and 1.19 for small public universities. When these ratios are applied to the various sizes of the State College campuses, the expected average salary of 12-month division chairmen/associate deans is 26.4% greater than the average salary of 9-month professors, a ratio of 1.264 to 1.

The State Colleges do not provide for a difference from regular salaries determined by rank for division chairmen/associate deans.

University of California

During meetings of segmental representatives, Council staff, Department of Finance, Office of the Legislative Analyst, and Junior Colleges relative to the development of this report, the University indicated that it did not use the title of division chairmen, and that associate deans perform a similar function. The University, therefore, requested information from its comparison institutions on associate deans. The University reports that the comparison institutions have not provided responses to the University's requests. For 1967-68 the University reports a total of 21 associate deans: 15 are employed for 9 months at an average salary of $22,278, and 6 are employed for 12 months at an average salary of $22,496. In 1966-67 the University employed 7 associate deans for 9 months at an average salary of $18,876 and 10 were employed for 12 months at an average salary of $20,520.

Administrative Salaries--University of California

Data on administrative salaries available to the Council for the University's comparison institutions are inadequate. Recommendations on the selected University positions of vice chancellor, academic affairs; academic deans; associate deans; department heads; and head librarian cannot be developed from the data supplied to the University by the comparison institutions.

Data which the University was able to secure includes generally, in varying combinations, only two, three or four of the eight comparison institutions. In some cases data from the same institutions for two consecutive years are not available.

The University in its response stated that one comparison institution had declined to reply to the University's request in part because the information was viewed as highly confidential. The University reported that there was some indication on the part of two of the institutions that they might be able to accommodate the University's request, but not in the near future.

SECTION V

FACULTY FRINGE BENEFITS

Although an adequate salary level is vital to the maintenance of a competitive position for faculty recruitment and retention, salary alone does not provide sufficient compensation. Fringe benefits and other conditions of employment play important roles in both the attraction and the retention of quality faculty.

Fringe benefits are generally divided into two classifications: (1) countable fringe benefits and (2) special benefits.

Countable Fringe Benefits

Countable fringe benefits are defined as personal benefits toward which the institution makes payment of a definite amount on behalf of and for the benefit of the individual faculty member. These benefits include one or more of the following: retirement, F.I.C.A. (Social Security), life insurance, medical insurance, disability income insurance, accidental death and dismemberment insurance, liability insurance, cash tuition for faculty children, cash housing benefits, and any other personal benefits with cash options, without the imposition of conditions, as long as the benefit or option is equally available to all faculty members. Because many state laws require workmen's compensation, payments for this purpose are not included.

By far the most comprehensive report on college and university countable fringe benefit information is the report "Economic Status of the Profession," published annually in the summer issue of the American Association of University Professors Bulletin. The Council, University of California, and the California State Colleges have used this annual AAUP report as a basis for fringe benefit recommendations each year since 1964. Use of this report has also received support of the Department of Finance. The method prepared by the Legislative Analyst for reporting to the Legislature and the Governor on faculty salaries and benefits recommends that countable fringe benefit data contained in the AAUP report be used to provide a basis upon which countable fringe benefits will be compared.

Several shortcomings in the procedures have long been recognized. The data from AAUP does not reflect the current fringe benefit situation. It is always one year behind. The Council, this year, has been able to obtain some current-year fringe benefit data from the comparison institutions and, therefore, has modified the AAUP data to reflect present levels of countable benefits.

A second shortcoming has been the lack of information on the specific fringe benefits included in the AAUP data. The Association gathers fringe benefit information by benefit and by rank from each of the participating institutions; however, the information is reported in its annual report only in terms of a lump-sum average amount of fringe benefit contribution made by each institution. Thus, it has not been known what fringe benefits have been included in the "countable" total.

Another shortcoming has been the lack of knowledge regarding the countable contribution for each rank. Without information on (1) the number of faculty in each rank, (2) the institutional contribution toward fringe benefits for each rank and (3) the kinds of fringe benefits included in the total contribution, data on fringe benefits presented in previous reports have been severely limited.

Information requested from the comparison institutions by the Council for the 1968-69 report has corrected these shortcomings.

Retirement

"The retirement plan is by far the most significant staff benefit plan. It undoubtedly has more long-range influence on the institution, its educational objectives, the morale of its staff members, and the ability to attract the level of talent to which it aspires, than all the other benefit plans together.[1]

One of the key aspects of a good retirement plan is the vesting policy. There are two basic forms of vesting retirement funds: (1) immediate or legal vesting and (2) service-related or functional vesting.

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[1] W. C. Greenough and F. P. King, Retirement and Insurance Plans in American Colleges (New York: Columbia University Press, 1959), p. 8.

Legal vesting means that the employee receives immediately ownership of all benefits purchased by his own and his employer's contributions. As a natural corollary to immediate vesting, there are no cash surrenders or loan values of these annuities.

Most state teachers and public employee retirement systems provide only for functional vesting. This type of vesting means that the employee receives ownership of all benefits only after a specified number of years. Prior to that, he receives only his own contribution.

There are two opposing views on late vesting: (a) the institution benefits from a late vesting policy because it produces better retention; such a policy forces the employee to consider the negative effects a move would have on his retirement provisions, and (b) the institution suffers from the retention of employees who otherwise would have accepted employment elsewhere.

Vesting policies also affect recruitment of faculty. The potential loss of employer contributions may prevent a candidate from accepting a position in another institution. Knowledge that the employer contribution is already vested, on the other hand, could provide a sense of added freedom in consideration of a change to another institution. The conditions of vesting, therefore, play a significant role in both the recruitment and the retention of faculty.

It is a generally accepted point of view that an essential strength of the American educational system is the mobility of its professional personnel. The characteristics of the work performed by these professionals are not only highly transferable but may also be nurtured by a variety of academic climates. The exchange of ideas and experiences accomplished by mobility of faculty has much to do with the vitality of higher education. Thus, an early vesting policy is evidence of the institution's knowledge of the extent of faculty mobility, the value of retention of faculty who wish to remain, and the value of mobility for those who wish to leave.

The National Education Association, the American Association of University Professors, the Association of American Colleges and Universities and the Association of American Universities are on record favoring vesting of employer contributions in five years or less. More than 1,000 colleges and universities are under TIAA,[1] retirement systems which provides for immediate vesting. These vesting rights also extend to over 500 other types of educational enterprises. An increasing number of other retirement plans for education also provides for immediate or at least early vesting. There appears to be, therefore, general agreement on the value of an early vesting provision. The distinction made by the AAUP, NEA, AAC, and AAU in terms of vesting (i.e., programs in which vesting takes place within five years) is widely accepted as a standard and should continue to be the criterion upon which the Council determines the value of a retirement plan as part of the fringe benefit package.

A State College faculty member is either under the California State Employees' Retirement System (SERS) or a coordinated SERS-FICA System. Under either retirement plan, the faculty member's retirement funds and employer funds are fully vested within five years or less. Once the faculty member has accumulated $500 on deposit in SERS or has been in the system for five years (whichever occurs first), he is eligible to retain his contribution and the state's contribution in the system toward a deferred retirement allowance. The employer's funds are set aside for the employee's retirement beginning immediately upon entrance into the system.

The University of California Retirement System (U.C.R.S.) established by the Regents in 1954 is not coordinated with Social Security. The system may be described as a semi-forfeiture plan. UCRS provides retirement benefits according to a formula, the benefit being equal to the product of years of credited service, highest consecutive three-year average salary, and an actuarial factor. The retirement benefits are vested in the member after five years of credited service, but they may only be derived from the contributions of the employee himself. The amount of employer (Regents - state) contribution which vests varies considerably, depending on length of service, age, and salary experience. A young faculty member joining the University at age 25 finds that there is no vesting of the employer contributions until he reaches 45 years of age--20 years later. Should he leave anytime before reaching the age of 45, all employer contributions would be forfeited. Although the benefits for those faculty members who remain with the University until retirement are comparable to those derived from other retirement programs, a UCRS member who leaves the System before retirement may find that he has no benefits which can be attributed to the employer contribution. Thus, a young faculty member who leaves the University, after less than the required number of years for contribution retention in the System, actually forfeits his retirement plan and must begin again to build for retirement at his next place of employment. From the institution's standpoint, this policy tends toward increased retention. From the faculty member's viewpoint, this policy tends toward a forestalling of the accumulation of adequate retirement funds and to increased payments at his next place of employment. In consideration of the high level of mobility among faculty members, the semi-forfeiture policy of the retirement plan maintained by the University produces a greater hardship upon the faculty member than does the State Retirement System, under which the State Colleges operate. The Statement of Principles of the Joint AAUP-AAC Committee on Retirement favored a no forfeiture policy when it indicated that a retirement plan should:

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[1] TIAA--Teachers Insurance and Annuity Association. TIAA is a limited-eligibility, nonprofit service organization through which colleges, universities, independent schools, and other nonprofit and tax-exempt educational and scientific institutions provide retirement and insurance benefits for their staff members.

> 5(d) Ensure that the full amount of the individual's and the institution's contribution, with the accumulations thereon, be vested in the individual, available as a benefit in case of death while in service, and with no forfeiture in case of withdrawal or dismissal from the institution.
>
> 5(e) Be such that the individual may not withdraw his equity in cash but only in the form of an annuity. (To avoid administrative expense, exception might be made for very small accumulations in an inactive account.)[1]

California State Colleges. Data on faculty retirement systems obtained by the California State Colleges and the Council from the 18 comparison institutions are presented in Table V-1.

All of the State College comparison institutions recognize the need for and have established retirement systems. These retirement systems vary considerably in detail. Eleven of the nineteen comparison institutions offer TIAA programs either solely or as options. The balance offers public (city, state, private) programs of one type or another. Contributions by the employee vary from 0% of base salary to 10%. Contributions by the employer vary from 2.5% to 15%. The current State College contribution is 7.11%. Eleven of the comparison institutions provide coordination with Social Security benefits. Such coordination is mandatory for approximately 80% of the State College faculty. Years of service to establish eligibility for retirement vary from 20 to 35 and are related to minimum retirement age and benefits. Minimum ages also control the earliest time that vested programs may be used as retirement. The usual retirement age is 65 with little use of post-retirement permission for year-to-year or part-time employment at the same institution even where permitted. The usual madatory retirement age is 68 to 70.

The merits of any one or group of comparison institutions retirement systems, when measured against the State Colleges, are difficult to assess. Roughly, two-thirds of the comparison institutions contribute larger percentages of a faculty member's salary than do the State Colleges. A little more than half require smaller contributions from their faculty.

University of California. Data obtained on retirement by the University of California from their comparison institutions are summarized in Table V-2.

Five of the University's eight comparison institutions offer TIAA-CREF programs. Two programs are state sponsored, and one is private with TIAA-CREF as an option. Contributions by the employer vary from 5.63% to 16.67%. Contributions by the employee vary from 0% of base salary to 7%. The current University contribution is 11.25%. Seven of the eight comparison institutions provide coordination with Social Security benefits.

An objective comparative analysis of the various retirement plans in question, in either qualitative or quantitative terms, would require a sophisticated study using actuarial techniques. Such a study should include not only retirement plans but all plans which provide retirement, death, and disability benefits. Such a study of necessity involves projections of salary schedules, mortality rates, economic factors, morbidity rates, remarriage rates, and mobility factors for periods equal to the remaining lifetime of younger faculty members. An investigation of past performance is of little use, since retirement arrangements are in a nearly constant state of change.

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[1] Ibid. p. 74.

TABLE V-1
Comparison of Retirement Systems Between the California State Colleges And Their Comparison Institutions

		Contributions							
		Employee		Employer		Total			
Institution	Type of System	Dollar	%	Dollar	%	Dollar	%	Soc. Sec.	Transferable
Calif. State Colleges	State	Variable		$842.54	7.11%	-	-	80% of Faculty	Only to other State agency.
A	State	Var.	7%	Var.	11%	Var.	18%	No	Can buy service in but not out.
B	TIAA	DNA	5%	DNA	8%	DNA	13%	No	Yes
C	City	Var.	Var.	Var.	14% of salary	Var.	Var.	Yes	No
D	TIAA	Var.	5% (Min)	Var.	10%	DNA	15% (Min)	Yes	Yes (out but not in)
E	TIAA	Var.	5%	1st $6600. +$6600.	5% 7%	Var.	10% 12%	Yes	Yes
F	TIAA	$4800. + $4800.	3 1/2% 5%	Var.	6 2/3% 10%	$4800. +$4800.	10% 15%	Yes	Yes
G	TIAA	Var.	5%	Var.	10%	Var.	15%	No	Yes (if other TIAA)
H	State	Var.	5%	None	-	DNA	-	No	No
I	TIAA	Var.	5%	Var.	10%	Var.	15%	Yes	Yes
J	Private	Var.	2 1/2%	1st $5000. +$5000.	2 1/2% 10%	Var.	12 1/2%	Yes	Yes
K	State & TIAA	Var.	-	Var.	12-15%	Var.	12-15%	Yes	Yes
L	TIAA	Var.	5%	Var.	10%	Var.	15%	Yes	Yes
M	State & TIAA	Var.	(50% of total)	Var.	(50% of total)	Var.	-	Yes	State to other agencies; TIAA to other TIAA institutions.
N	State	Var.	5-10%	Var.	Var.	Var.	Var.	Optional	No
O	TIAA	-	-	1st $6600. +$6600.	11% 15%	Var. Var.	11% 15%	Yes	Yes
P	State	Var.	4.9-9.5%	Var. (Major cost) 9.33% of base salary	-	Var.	Var.	Yes	No
Q	State	Var.	7%	Var.	10.09%	Var.	17.09%	No	No
R	TIAA	Var.	5%	Var.	10%	Var.	15%	Yes	Yes

TABLE V-2

Comparison of Retirement Systems Between the University of California And Its Comparison Institutions

		Contributions							
		Employee		Employer		Total			
Institution	Type of System	Dollar	%	Dollar	%	Dollar	%	Soc. Sec.	Transferable
Univ. of California	UCRS		5.25%		11.25%		16.50%	No	No
S	TIAA-CREF		5.00		10.00		15.00	Yes	Yes
T	Corporation (TIAA-CREF is optional)		0.00		15.00		15.00	Yes	No
U	State		7.00		10.09		17.09	No	No
V	TIAA-CREF		5.00		10.00		15.00	Yes	Yes
W	TIAA-CREF		5.00		10.00		15.00	Yes	Yes
X	TIAA-CREF		-		-		-	Yes	Yes
Y	State		5.63		5.63		11.26	Yes	Yes
Z	TIAA-CREF		5.00		10.00		15.00	Yes	Yes

Life Insurance

California State Colleges. The circumstances under which group life insurance programs are made available within the State College comparison institutions are shown in Table V-3.

Thirteen of the eighteen comparison institutions for the State Colleges provide basic life insurance paid for in part or wholly by the institution. The remaining five institutions have group life insurance plans available for faculty members, but these five institutions do not contribute to the plans.

The amount of insurance funded by the institution varies from one-half to three times the base annual salary of the faculty member. Some provide reduced term insurance, and others include convertible features. A number also provide an option for the purchase of additional insurance by the faculty member at favorable rates.

The provision of life insurance has apparently been increasingly popular as a fringe benefit of value to both the faculty member and the institution. The cost to the institution has also been modest.

The California State Colleges do not offer a group life insurance plan for faculty members.

University of California. Data reported by the University of California (see Table V-4) on availability of group life insurance plans at its eight comparison institutions are incomplete and do not provide a basis for comparison. None of the institutions reported a specific amount paid by the employer for life insurance. A group life insurance plan is available at the University which is entirely at the employee's expense. Comparison institution "G" reported a $12 annual contribution by the employee; the amount contributed by the employer was not available.

TABLE V-3
Comparison of Life Insurance Programs Between the California State Colleges And Their Comparison Institutions

Institution	Does Plan Exist?	Contributions: Employee Dollar	Employee Percent	Employer Dollar	Employer Percent	Total Dollar	Total Percent
Calif. State Colleges	No						
A	No	Var.	Var.	Var.	Var.	-	-
B	Yes	None	None	$60.	100%	$60	100%
C	Yes	None	None	Var.	Var.	Results in $10,000 level term insur./empl.	
D	Yes	$4.50/mo ($54/yr.)	96.6%	.20/mo.	4.4%	$56.40	100%
E	No	-	-	-	No	-	-
F	Yes	Var.	33-1/3%	Var.	66-2/3%	-	100% (dbl. sal.)
G	No	$2.50/mo. Mandatory participation, employee pays entire cost.					
H	Yes	$.88/mo.	50%	$.88/mo.	50%	$1.76/mo	100%
I	Yes	-	66-2/3%	Var.	33-1/3%	0	100%
J	Yes	-	-	Var.	100%	Var.	100% ($25,000)
K	No	-	-	-	-	-	-
L	Yes	Var.	50% (1st $6000 sal.)	Var.	50%	Var.	100% (remainder by empl.)
M	No	-	-	-	-	-	-
N	Yes	Var.	Approx. 50%	Var.	Approx. Var.	Var.	100%
O	Yes	Var.	50%	Var.	50%	Var.	100% (Triple Sal.)
P	Yes	-	-	Var.	100%	Var.	100%
Q	No	-	-	-	-	-	-
R	Yes	Pays for first $5000 plus varying portion. Varies by rank.					

TABLE V-4
Comparison of Life Insurance Programs Between the University of California And Its Comparison Institutions[1]

Institution	Does Plan Exist?	Contributions: Employee Dollar	Employee Percent	Employer Dollar	Employer Percent
Univ. of Calif.	Yes	$168/yr			0.00%
S	-	-	-	-	-
T	Yes	-	-	-	-
U	Yes	-	-	-	0.00%
V	Yes	-	-	-	-
W	Yes	-	-	-	-
X	-	-	-	-	-
Y	Yes	$12/yr	-	-	-
Z	-	-	-	-	-

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[1] Dashes indicate no response or data not available.

Faculty Medical Plans

California State Colleges. Table V-5 summarizes the State College comparison institutional contribution toward basic health plans. Thirteen of the eighteen State College comparison institutions provide part or all of a basic medical plan. Five institutions pay the entire cost of medical plans. In all cases, dependents are covered by additional payments by faculty members. The funding of plans by comparison institutions is determined by a fixed dollar contribution or a percentage of total cost, provided on a demand basis. Thus, some institutions contribute a percentage of actual cost. It is not possible to compare the merits of such programs to the $72 per year basic health plan contribution of the State of California without intensive study. It is significant to note that a number of the comparison institutions provide both a basic health plan and major medical coverage.

TABLE V-5

Comparison of Faculty Medical Plans Between the California State Colleges And Their Comparison Institutions

		Contributions					
	Is Plan	Employee		Employer		Total	
Institution	Available	Dollar	Percent	Dollar	Percent	Dollar	Percent
Calif. State Colleges	Yes	Varies with plan.		$72.00	Varies	Varies	100% (Basic Health)
A	Only by Voluntary Employee Purchase						
B	Yes	Varies with plan.		$24.00 yr.	DNA	DNA	-
C	Yes	None	None	$100	100%	$100	100% + Major Med.
D	Yes (Major Med. only)	None	None	$21.24	100%	$21.24	100%
E	Yes	Major portion by University; varies in amount by rank.					
F	No	-	-	-	-	-	-
G	Only by Voluntary Employee Purchase						
H	Yes	$14.23	50%	$14.23	50%	$28.46	100%
I	No	-	100%	-	-	-	100%
J	No	-	-	$13.78/mo	100%	$13.78/mo	100% (Employee pays dependent)
K	Yes (2)	None	None	$3.67/mo	100%	$3.67/mo	100% (Basic Blue Cross)
L	Yes	Varies	30%	Varies	70%	-	100% (Basic Blue Cross-Shield)
M	Only by Employee Purchase						
N	Yes	Varies	50%	Varies	50%	Varies	50% (Basic & Major Med.)
O	Yes	Varies	50%	Varies	50%	-	100%
P	Yes	None	None	$91.92	100%	$91.92	100%(Basic & Major Med.)
Q	Yes	-	50%	-	50%	Varies	100% (Employee pays dependent)
R	Yes	As Required		$9.00/mo	-	-	100% (provides single coverage)

University of California. Six of the University of California comparison group pay part or all of basic medical coverage as shown in Table V-6.

TABLE V-6

Comparison of Faculty Medical Plans Between the University of California And Its Comparison Institutions[1]

		Contributions			
		Employee		Employer	
Institution	Is Plan Available	Dollar	Percent	Dollar	Percent
University of California	Yes	$320/yr	-	$72/yr	-
S	Yes	-	-	$45/yr	-
T	Yes	$156/yr	-	-	-
U	Yes	$99/yr	-	$60/yr	-
V	Yes	$120/yr	-	$96/yr	-
W	Yes	-	-	$22/yr	-
X	Yes	-	-	$104/yr	-
Y	Yes	$186/yr	-	$72/yr	-
Z	-	-	-	-	-

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[1] Dashes indicate no response or data not available.

Data supplied by the University indicate that three institutions pay the entire cost of medical plans. The data are questionable.[1] The University offers a plan which has the highest total cost per year--$392. However, among those institutions that share the cost with faculty members, the University provides the lowest institutional percentage contribution. Plans of institutions which include employee contribution have a contribution range of $99 to $186. The faculty contribution at the University is $320. Institutional contributions range from $22 to $104. The University's contribution is $72. Because of the great variety of institutional arrangements and the diverse benefits of the various plans, no simple comparison of qualitative features is possible.

Disability Income Insurance

California State Colleges. The type of disability income insurance provided by the State Colleges' comparison institutions varies considerably. Table V-7 indicates that at twelve of the State College comparison institutions, disability income insurance premiums are subsidized in some manner by the employer as an independent item, a part of life and health insurance coverage, or as a feature of the retirement plan. The dollar value of institutional contributions is not clearly identifiable in most cases because of interrelationships with other benefit programs.

The effective date of benefits varies greatly. At several of the institutions, the initial benefit date is related to availability of sick leave.

The disability income feature appears to be an increasingly popular portion of an adequate fringe benefit package offered by the State Colleges' comparison institutions. The State Colleges do not presently offer this type of insurance.

University of California. The University makes available disability income insurance for purchase by the faculty member. No institutional contribution is made to supplement the faculty contribution. Data supplied by the University of California tabulated in Table V-8 show that two of the University comparison institutions offer disability income insurance as part of the retirement plan, and one institution offers a plan for faculty purchase similar to the University's procedure. The University could not supply information on the other five comparison institutions.

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[1] There appears to be one comparison institution that provides the entire cost of a basic medical plan for $22 per year and that another makes the same provision for $45 per year.

TABLE V-7
Comparison of Disability Income Insurance Between the California State Colleges And Their Comparison Institutions

		Contributions					
		Employee		Employer		Total	
Institution	Type of System	Dollar	Percent	Dollar	Percent	Dollar	Percent
Calif. State Colleges	None						
A	Integrated with Retirement System. No other provided.						
B	TIAA	None	None	$60	100%	$60	100%
C	TIAA	None	None	Varies	100%	Varies	100%
D	None	-	-	-	-	-	-
E	No	Varies	100%	-	-	Varies	100%
F	Max. $765 per mo.	Varies	33-1/3%	-	66-2/3%	Varies	100%
G	None	(Now under consideration)		-	-	-	-
H	None	-	-	-	-	-	-
I	None	$100 per yr.	100%	-	-	$100 per yr.	100%
J	$50/mo	-	-	-	100%	-	100%
K	None	-	-	-	-	-	-
L	After 180 days	Varies	100%	-	-	Varies	100%
M		Only as related to retirement.					
N	Related to life insurance with monthly benefits to the extent of maximum life insurance which then substitutes for Death Benefits.						
O	After 180 days	Varies	50%	Varies	50%	Varies	100%
P		Only as related to retirement.					
Q	After 60 days	-	(100%) 1% pd.	1% paid as part of Retirement Premium			1% of sal.
R	After 180 days	-	0%	Varies	100%	Varies	100%

TABLE V-8
Comparison of Disability Income Insurance Between The University of California and Its Comparison Institutions[1]

	Contributions			
	Employee		Employer	
Institution	Dollar	Percent	Dollar	Percent
Univ. of Calif.	-	Variable	-	0.0%
S	-	-	-	-
T	-	Variable	-	0.0%
U	Included in retirement contributions.			-
V	Included in retirement contributions.			-
W	-	-	-	-
X	-	-	-	-
Y	-	-	-	-
Z	-	-	-	-

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[1] Dashes indicate no response or data not available.

Accidental Death and Dismemberment Insurance

California State Colleges. Although in most cases accidental death and dismemberment insurance is not funded separately by the State Colleges' comparison institutions (see Table V-9), a few institutions incorporate such benefits in employer contributions to life insurance. Five institutions provide travel risk coverage varying from $50,000 to $100,000, and two provide substantial accidental death and dismemberment coverage. This coverage may be purchased by the faculty member from officially-sponsored group plans at all institutions (as supplementary in those instances where basic life insurance or other coverage is provided). The State Colleges make no contribution at present to such plans.

TABLE V-9

Comparison of Accidental Death and Dismemberment Insurance Between the California State Colleges And Their Comparison Institutions

		Contributions					
		Employee		Employer		Total	
Institution	Does Plan Exist?	Dollar	Percent	Dollar	Percent	Dollar	Percent
Calif. State Colleges	None						
A	Travel risk insurance only.						
B	Only travel policy coverage available.					DNA	100%
C	No, except as provided under life insurance.						
D	Only travel policy coverage				100%		100%
E	No	-	100%	-	-	-	100%
F	Yes	-	30%	-	70%	-	100% (after 3 mos.)
G	No	-	-	-	-	-	-
H	Yes	$.05/mo	50%	$.05/mo	50%	$.10/mo	100%
I	No	-	100%	-	-	(Range $10,000 to $50,000.)	
J	No	$.32 per $5,000	100%	-	-	-	($100,000 maximum coverage)
K	None						
L	No	-	100%	-	-	-	-
M	No	-	-	-	-	-	-
N	No	-	-	-	-	-	-
O	Yes	-	-	-	100%	-	100% ($15,000 top)
P	No	-	-	-	-	-	-
Q	None						
R	Yes	Varies by rank. 2 to 3 times salary protection afforded -	-	-	-	-	Part of group

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University of California. Only two of the University's comparison group report that they offer group accidental death and dismemberment coverage (see Table V-10); however, neither of the two institutions provides an institutional contribution. The University offers accidental death and dismemberment coverage at full faculty cost of $33 per year.

TABLE V-10
Comparison of Accidental Death and Dismemberment Insurance Between the University of California and Its Comparison Institutions[1]

Institution	Does Plan Exist?	Contributions: Employee Dollar	Employee Percent	Employer Dollar	Employer Percent	Total Dollar	Total Percent
Univ. of California	Yes	$33/yr.	-	-	0.0%	-	-
S	-	-	-	-	-	-	-
T	-	-	-	-	-	-	-
U	Yes	-	-	-	0.0%	-	-
V	No	-	-	-	-	-	-
W	-	-	-	-	-	-	-
X	-	-	-	-	-	-	-
Y	Yes	Variable	-	-	0.0%	-	-
Z	-	-	-	-	-	-	-

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[1] Dashes indicate no response or data not available.

Dollar Equivalents of Total Countable Fringe Benefits

California State Colleges. Table V-11 indicates total countable fringe benefit contribution as a percentage of average salary for each of the State College comparison institutions. The 1966 AAUP data differ significantly from 1967 data provided by the State Colleges. AAUP reports only those contributions by the institution toward retirement which "become vested in the faculty member not later than the end of his fifth year of full-time service at the institution in the rank of instructor or higher and are not lost to him if he leaves the institution or moves to another state."[1] All institutions have retirement programs, but institutions A, C, N, and P provide for vesting in 8, 20, 10, and 15 years. These are essentially forfeiture plans for many faculty members, and these plans are not comparable to retirement programs with early vesting, such as SERS. These institutions are not considered in the comparison because of the lack of an enormous amount of data necessary to compute an equivalency. Institution H has a retirement program, but it is non-funded and vests at age 55 or after 20 years of service. It has also been disregarded in the comparison, since the state's contribution rate on behalf of an individual is not known until he retires.

Thirteen of the eighteen comparison institutions are used for the basis of the Council recommendation on total countable fringe benefit contribution. For these 13 institutions the weighted countable fringe benefits for each faculty member, expressed as a percentage of average salary, is 12.71. The average current contribution for countable fringe benefits on the part of California for each State College faculty member is 9.67%. Computed in this fashion, the difference between average countable fringe benefit contributions for full-time instructional faculty in the State Colleges as compared to those in the comparison institutions is equivalent to 3.04% of average salary.

The State Colleges have established a priority for use of additional countable fringe benefit funds. The first priority has been assigned to a group life insurance plan, and second priority has been assigned to the establishment of a disability income insurance plan. Thirteen of the comparison institutions provide basic life insurance coverage paid for in part or whole by the institution, with the amount varying from one-half to three times the base annual salary of the faculty member. Contributions for disability income insurance on the part of individual comparison institutions are hard to identify because in some institutions it is a part of the health insurance coverage; in other institutions, it is a part of their retirement program; and in still others it is an independent program. At twelve of the eighteen comparison institutions a disability income insurance program is subsidized in some manner.

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[1] AAUP questionnaire on Academic Salary Data and Compensation Indices for the Academic Year 1966-67. Appendix A.

TABLE V-11
Countable Fringe Benefit Levels as Percentages of Average Salaries For the California State Colleges And Their Comparison Institutions

Institution	1966 AAUP	1967 Actual[1]	Retirement Vesting Period	1967 Modified[2]
A	11.50%	13.3%	8 years	--
B	10.94	10.9	Immediately	10.9%
C	3.97	25.0	20 years	--
D	14.0	14.0	Immediately	14.0
E	8.43	9.25	Immediately	9.25
F	12.7	12.5	Immediately	12.5
G	12.6	12.6	Immediately	12.6
H	1.0	1.0	20 years	--
I	12.5	13.0	Immediately	13.0
J	11.7	12.75	Immediately	12.75
K	16.5	16.5	Immediately	16.5
L	12.8	13.0	Immediately	13.0
M	5.8	5.8	Immediately	5.8
N	3.6	13.0	10 years	--
O	17.0	17.0	Immediately	17.0
P	5.0	12.84	15 years	--
Q	2.35	10.5	5 years	10.5
R	10.2	10.2	Immediately	10.2

Weighted Average -- 18 Comparison Institutions	12.71%
Current California State College Contribution	9.67%
DIFFERENCE	3.04%

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[1] Data obtained by the State Colleges and the Council's staff.

[2] Based upon comparison institutions whose retirement programs vest in five years or less.

University of California. Table V-12 summarizes total countable fringe benefit levels for the University of California and their eight comparison institutions. Total average countable fringe benefit contributions for the University of California are less than the average contribution made by their eight comparison institutions by an amount equivalent to 0.87% of average salary.

TABLE V-12
Countable Fringe Benefit Levels as Percentages of Average Salaries For the University of California And Their Comparison Institutions

Institutions	1966 AAUP	Retirement Vesting Period	1967 Modified
S	15.36%	Immediately	15.36%
T	2.74	5 years	10.36[1]
U	19.11	Immediately	19.11
V	13.78	Immediately	13.78
W	12.08	Immediately	12.08
X	16.66	Immediately	16.66
Y	8.89	Normally 1 year[2]	8.89
Z	14.11	Immediately	14.11

Weighted Average -- 8 Comparison Institutions	12.73%
University of California[3]	11.86
DIFFERENCE	.87%

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[1] Adjusted to reflect State retirement contribution which in 1967-68 is an AAUP countable fringe benefit.

[2] The vesting period occurs when accumulation of contributions is sufficient to pay $10 a month.

[3] Includes 11.25% University retirement contribution which technically is not an AAUP countable fringe benefit because the vesting period is normally more than five years.

Special Benefits

Faculty special benefits are defined as non-salary items which are available only to a portion of the faculty. Included are benefits such as sabbatical leaves, other leaves with pay, moving expenses, and faculty travel to attend professional meetings. Each of these special benefits is discussed below with regard to the State Colleges. Also discussed is the reimbursement of prospective faculty for "on-campus" interviews, which is a cost of recruitment.

University of California

The University did not provide sufficient data on the policies and practices of the comparison institutions or the University itself to permit any meaningful analysis.

California State Colleges

Sabbaticals and Other Leaves. In July, 1966, the Trustees of the State Colleges adopted new regulations regarding "leaves with pay" (sabbatical leaves). Previous regulations for sabbatical leaves provided that eligibility for leave required six years of consecutive service and that persons on leave would receive either full pay for six months of leave or half pay for a full-year's leave. Regulations previous to 1966 also limited the number of leaves granted in a particular year to 5% of the full-time faculty above the rank of instructor. The 1966 regulations for sabbatical leaves effect three significant changes:

1. The number of persons eligible for leave is increased substantially because eligibility under the new regulations occurs after two years of consecutive service at colleges on the quarter system and after three years at colleges on the semester system.
2. Compensation for leave taken after six or more years of consecutive service is permitted under the new regulations at two-thirds of full pay for a full year's leave. Faculty at colleges on the quarter system qualify for two quarters of leave at full pay after two years. After two years a leave for one quarter is compensated at two-thirds pay; after three years a semester's leave is likewise compensated.
3. The 5% limitation on the number of leaves that may be granted is removed.

In addition to the foregoing sabbatical leave program, the State Colleges adopted in 1965 a program of "Special Leaves for Research and Creative Activity". Eligibility for a special leave is not based upon length of service. Special leaves are for one term only and are compensated at full pay. Time spent on special leaves does not diminish eligibility for sabbatical leaves.

Eight of the State College comparison institutions provide sabbatical leaves only after six years of service; compensation is full pay for a half year's or semester's leave and half pay for a full year's leave. Four other institutions supplement sabbatical leaves with other paid leaves. One institution provides 60% of full pay for a year's leave. The five remaining institutions do not have sabbatical leave programs. Four of the remaining five institutions grant special leaves for research, in one case with two-thirds of full pay for a year's leave. Among the thirteen institutions with sabbatical leave programs, nine receive adequate funding of their programs, three do not specify, and one reports inadequate funding.

State College policies for sabbatical and other leaves provide the framework for a flexible and competitive leave program. State College provisions for a full year's leave at two-thirds pay (or two quarters at full pay), plus a program for special leaves independent of the now broadened sabbatical leave program, exceed the compensation and eligibility provisions of the leave programs at nearly all the comparison institutions.

A study based on 1962-63 data reports percentages of full-time faculty on leave at different institutions.[1] The Outer Fringe is used in this report in order to examine the following data for the State College comparison institutions.

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[1] Mack H. Ingraham, The Outer Fringe--Faculty Benefits Other Than Annuities and Insurance (Madison: The University of Wisconsin Press, 1965), pp. 178-221.

Between 10 to 20% of the faculty at three of the State Colleges comparison institutions were on leave during the year, 5 to 10% at nine institutions, less than 5% at four, and three others did not report. Of the eleven State Colleges that participated in the study, between 5 to 10% of the faculty at three campuses were on leave. Less than 5% were on leave at the eight other State Colleges. (These eleven State Colleges include all the long-established State Colleges with the exception of San Diego State.)

In 1967-68 funds were appropriated to the State Colleges for 330 sabbatical leaves and 88.6 special leaves among 7,610 full-time faculty. Although such precise data on leave practices at the comparison institutions are not available, data in The Outer Fringe indicate that leaves are taken by approximately 7.5% of the full-time faculty at the comparison institutions.

In 1968-69, 421 leaves in the State Colleges are expected to be funded on a "workload" basis: 332 sabbatical leaves and 89 special leaves. Assuming a growth in State College full-time faculty equal to the average of the past four years, there will be an estimated 8,184 full-time State College faculty in 1968 (an increase of 574 over 1967). Leaves in the amount of 421 will allow 5.1% of the faculty to go on leave. The State College budget for "Program Augmentations" in 1968-69 includes funding for 515 additional sabbatical leaves and 47 special leaves. The total number of leaves to be funded in 1968-69 on a "workload" and "program augmentations" basis, therefore, amounts to 983 leaves, or 12.0% of the projected full-time faculty.[1]

Faculty Travel. Reimbursement of travel expenses incurred by faculty members attending professional meetings is a common practice among the State College comparison institutions. The extent and frequency of reimbursement vary from institution to institution. Some institutions pay the full cost of transportation and a per diem allowance. Others pay only the cost of transportation or part of it. Still others reimburse only the expenditures of faculty who present a paper or chair a meeting.

Most of the State Colleges allocate funds for faculty travel to schools or departments on a per capita basis. Half the State College comparison institutions do not budget travel funds directly, but reimburse such expenditures from the supply and general expense account of instructional departments.[2] Seven of the comparison institutions budget travel funds on a per faculty basis similar to the practice of the State Colleges. These comparison institutions provide a median of $100 per faculty member for combined in-state and out-of-state travel.

The State Colleges receive approximately $44 per faculty member for combined in-state and out-of-state travel.

Current budgetary allocation provides $18.70 per faculty position for out-of-state travel.

In-state travel is budgeted as a separate item. The amount is arrived at through a complex "formula amount for instruction" involving a basic amount plus allowances for size and location. Recently a price level adjustment has been included in the computation. The in-state travel formula, subtracting the amount for administrators and other classes, provides $22.16 per faculty position. In addition, faculty members occasionally use for professional travel state automobiles as well as their own automobiles with reimbursements. Both these costs are excluded from the $22.16. The complexity of the budgeting process allows only a rough estimate for faculty in-state professional travel, which is estimated at $25 per faculty position.

Since most professional meetings are held in the Midwest and East, the State Colleges must expend more money for faculty travel than their comparison institutions in order to provide equivalent benefits in terms of faculty improvement.

Moving Expenses. The practice of reimbursing moving expenses of newly recruited faculty is not firmly established among educational institutions, although such practice is becoming more frequent. Among the comparison institutions of the State Colleges, three do not provide reimbursements for moving expenses, six have very limited funds for a small percentage of new faculty and new administrators, seven have funds for partial reimbursement of moving expenses to the faculty in the upper ranks, and two provide almost full reimbursement for all faculty. Half the respondents, therefore, have funds for reimbursement of moving expenses for faculty in the upper ranks; the other half do not. Of the institutions reporting directly budgeted amounts, there is a median reimbursement of $550 per faculty in the upper ranks.

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[1] These figures include only persons in the regular faculty ranks.

[2] The effect of this procedure, i.e., funding travel from departmental funds, is, of course, to reduce the amount available for supplies and other expenses by whatever sums are spent for travel.

The State College Trustees propose in their 1968-69 Support Budget that $382,200 be provided to permit an average reimbursement of $300 to nearly 1,300 new faculty and administrative personnel. ($180,000 from "workload" and $202,200 from a request for "Program Augmentation.") According to various moving firms, 8,000 lbs. of household goods transported from Sacramento to San Francisco costs approximately $300; $400 to Los Angeles; $800 to Denver; and $1200 to Chicago. There are additional charges for packing and unpacking as well as for greater weight. Data are not available on the average moving costs of new State College faculty or on the average reimbursement made. (It may be noted, however, that in 1967 a total of 177 new full-time faculty were recruited in the upper two ranks, 60% from out of state.)

Interview Expense. Although reimbursement of expenses for "on-campus" interviews incurred by persons recruited by the State Colleges may be considered as a recruitment expense rather than as a faculty special benefit, nevertheless, such costs are related so closely and directly to recruitment factors, that a consideration of these costs is included in this report. The cost of interviewing is determined by the number of vacancies to be filled in different ranks, the ranks for which interview expenses are reimbursed, the number of interviews required to fill a vacancy, and the distance traveled by persons interviewed.

Those State College comparison institutions that budget interview costs as a separate item on the basis of number of new positions expend an average of $210 per position.[1] Common practice among the State College comparison institutions is to reimburse interviews of candidates for professor and associate professor, with a few (5) institutions reimbursing some candidates for assistant professor. Most institutions do not budget funds for this purpose but draw on the supply and expense or travel budgets of the instructional departments. Some pay honoraria to potential candidates.

State College reimbursement of on-campus interview expense was initiated in 1965 when state funds were provided for 50 interviews at an average cost of $250. In 1967-68 the State Colleges have $38,000 for interview expense, i.e., sufficient funds for 152 interviews at $250 each. (In 1967 the State Colleges appointed 177 full-time faculty in the upper two ranks.) The 1968-69 "workload" budget will include $38,000 for on-campus interviews. In addition, the State Colleges are requesting a program augmentation of $87,000 to provide a total of $125,000 (i.e., $50 for each of 2,500 anticipated vacancies or 500 interviews at $250 each).

Other Benefits

Information on the following other special benefits is available from the State College comparison institutions:

1. Ratios of full-time faculty to clerical assistance vary greatly among the institutions, from 2-1 to 15-1. The ratio for the State Colleges is 4.5-1.[2]

2. All but one of the comparison institutions waive non-resident tuition fees for famililies of faculty members, similar to the practice of the State Colleges.

3. The State Colleges charge more for parking than nearly all their comparison institutions.

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[1] Caution is exercised in using these data from the comparison institutions because of the wide variations in practices.

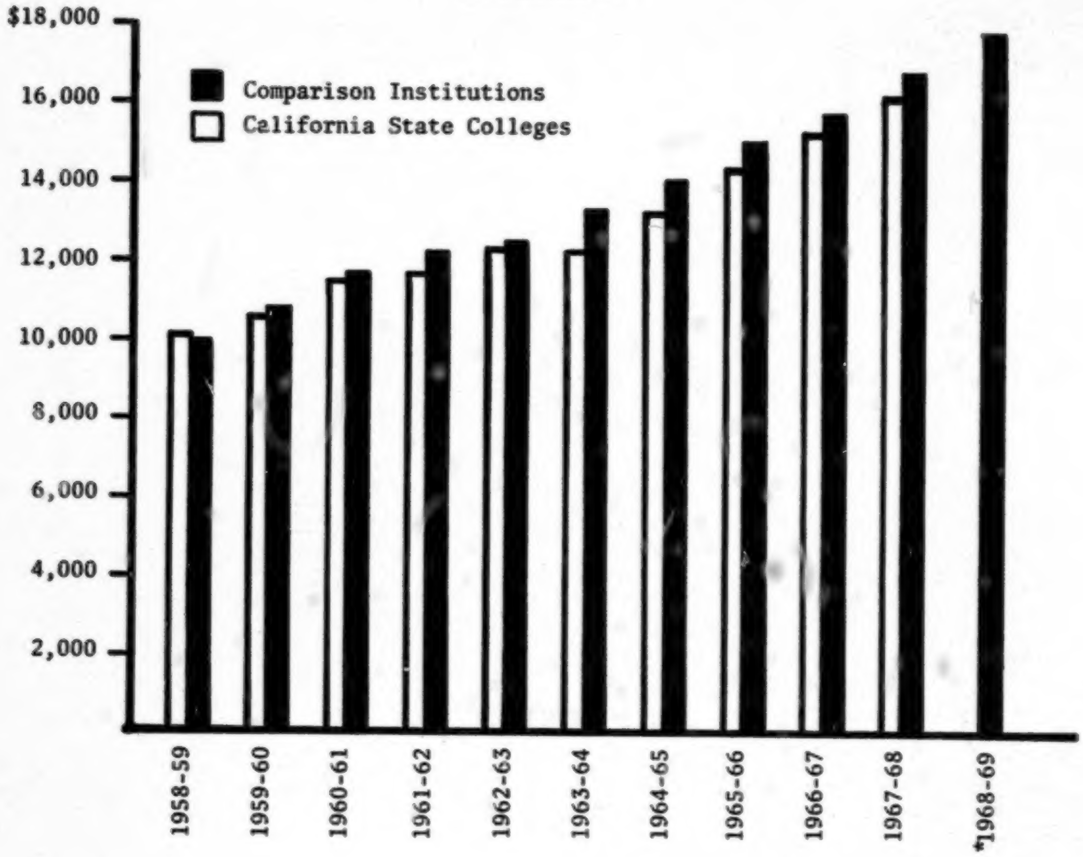
[2] However, this ratio covers all instructional faculty support staff, including student assistant positions but not work-study.

APPENDICES

APPENDIX A

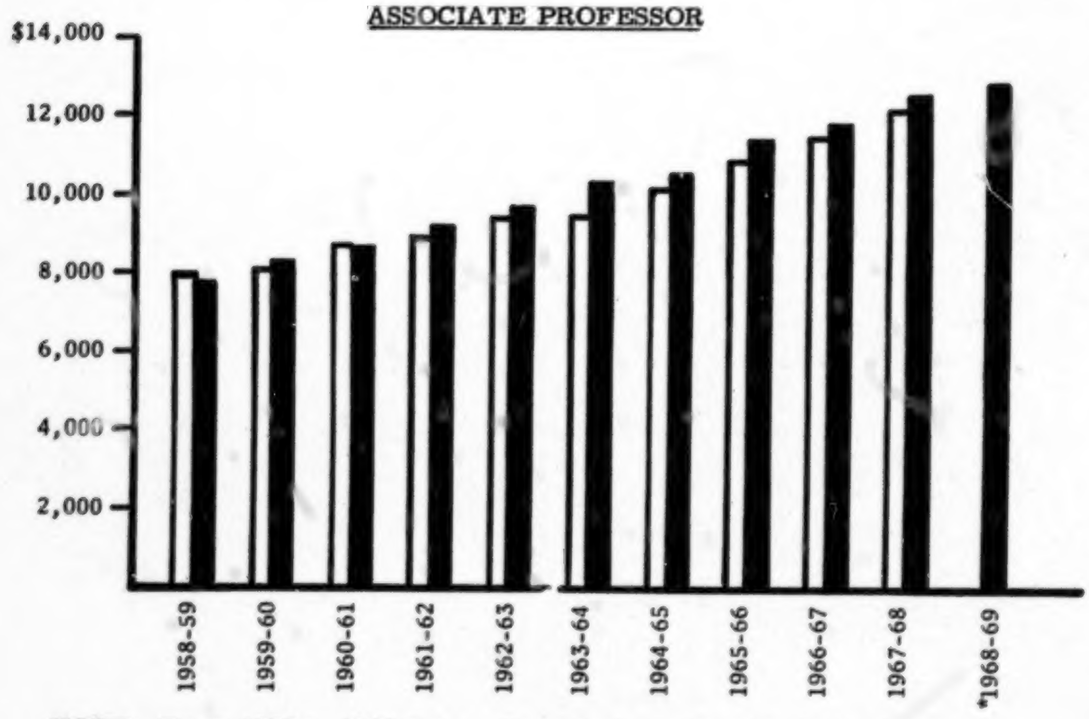
Figure A-1

COMPARISON OF SALARIES OF THE CALIFORNIA STATE COLLEGES AND ITS COMPARISON INSTITUTIONS--AVERAGE SALARIES



PROFESSOR

Figure A-2



ASSOCIATE PROFESSOR

NOTE: From 1958 to 1966 there are ten comparison institutions.
From 1966 to 1968 there are eighteen comparison institutions.
*The 1968-69 figure is a projection.

Figure A-3

COMPARISON OF SALARIES OF THE CALIFORNIA STATE COLLEGES AND ITS COMPARISON INSTITUTIONS--AVERAGE SALARIES

ASSISTANT PROFESSOR

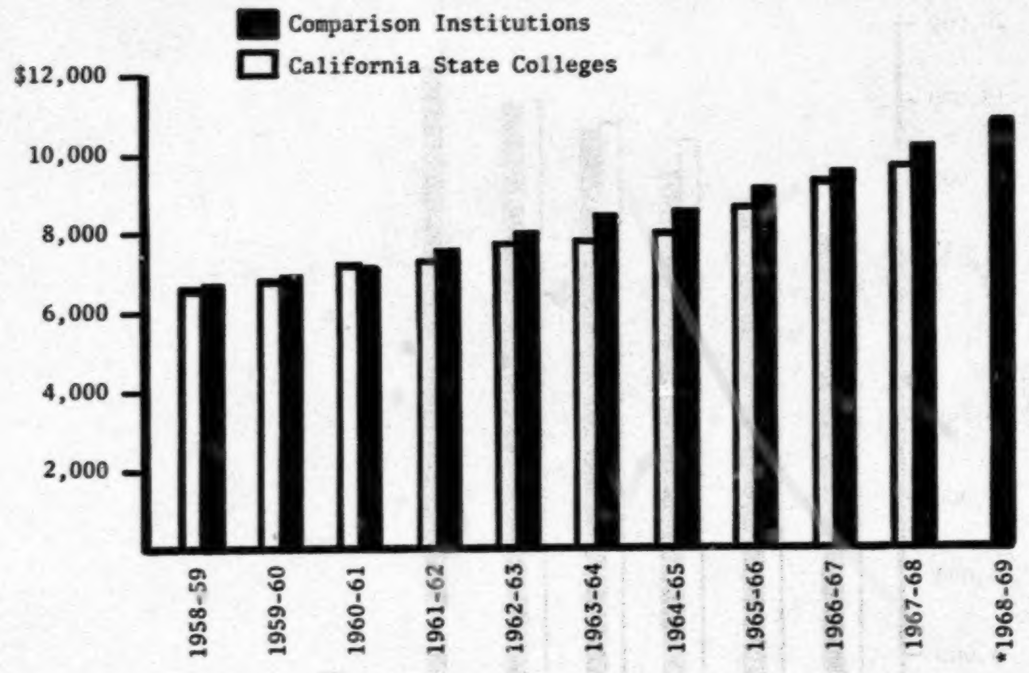
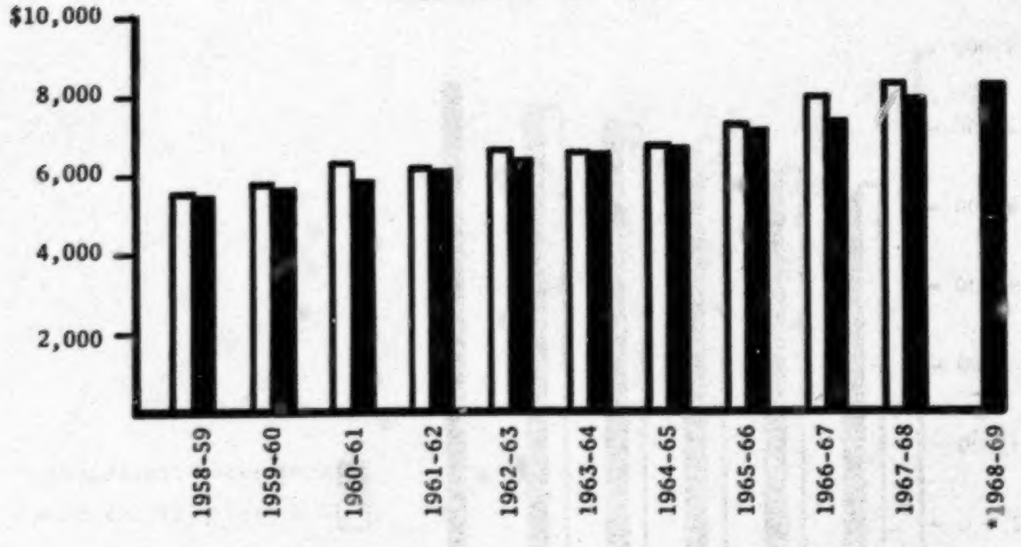


Figure A-4

INSTRUCTOR



NOTE: From 1958 to 1966 there are ten comparison institutions.
From 1966 to 1968 there are eighteen comparison institutions.
*The 1968-69 figure is a projection.

Figure A-5

COMPARISON OF SALARIES OF THE UNIVERSITY OF CALIFORNIA AND ITS COMPARISON INSTITUTIONS--AVERAGE SALARIES
(9 Month, Total University Excluding Law, Dentistry, and Medicine)

PROFESSOR

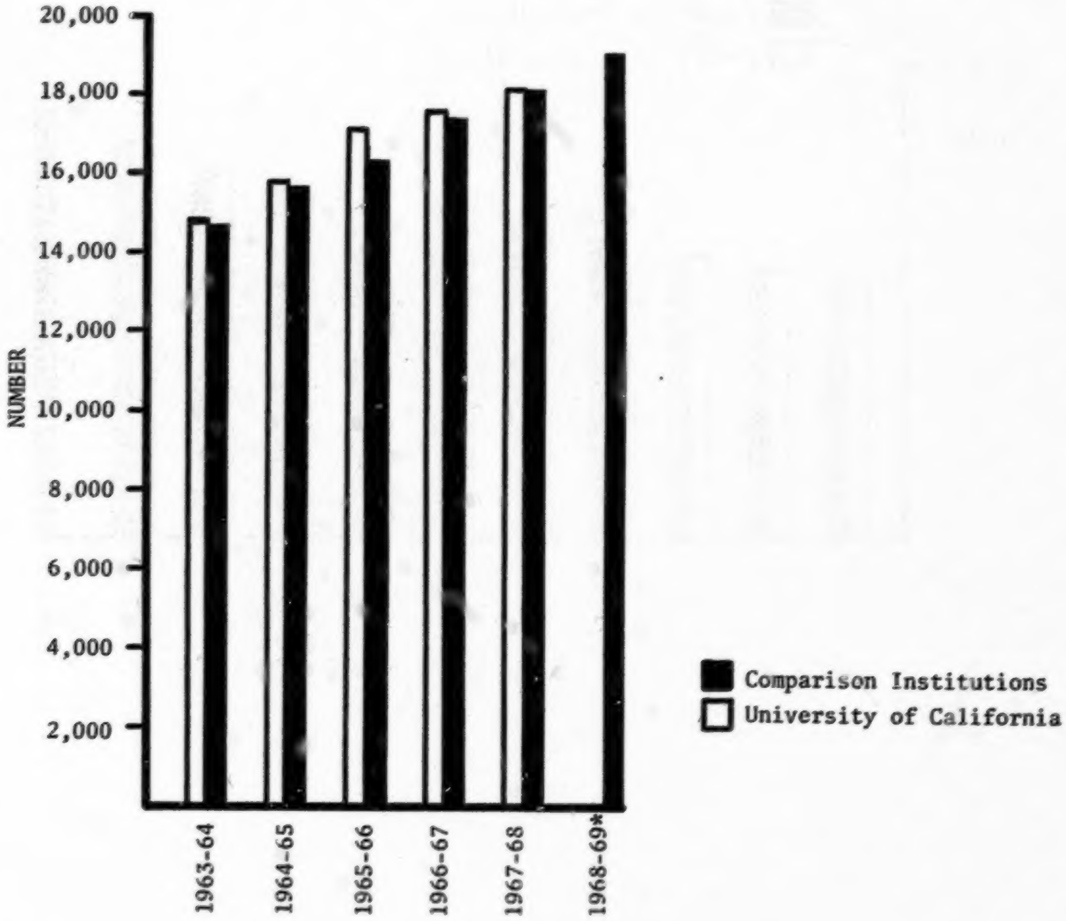
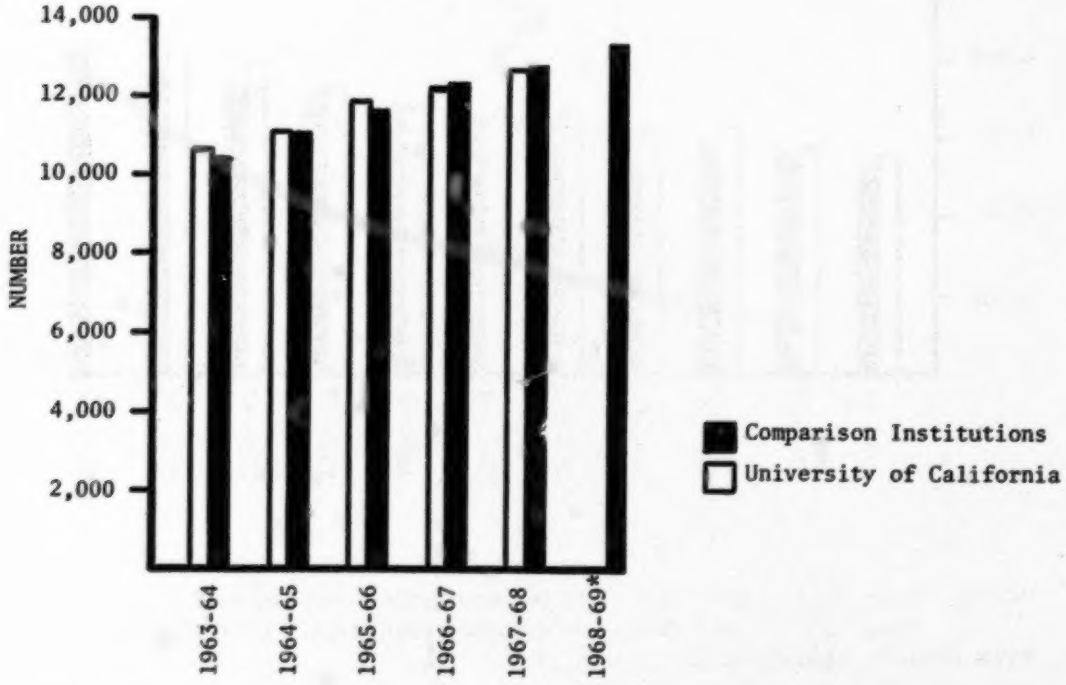


Figure A-6

ASSOCIATE PROFESSOR



*The 1968-69 figure is a projection.

Figure A-7

COMPARISON OF SALARIES OF THE UNIVERSITY OF CALIFORNIA AND ITS COMPARISON INSTITUTIONS--AVERAGE SALARIES

(9 Month, Total University Excluding Law, Dentistry, and Medicine)

ASSISTANT PROFESSOR

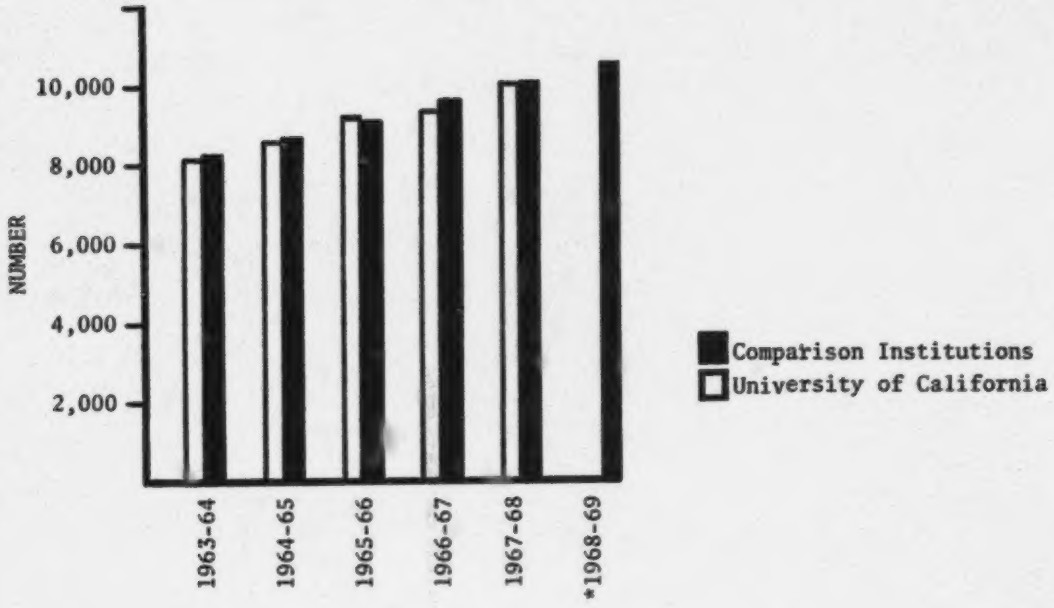
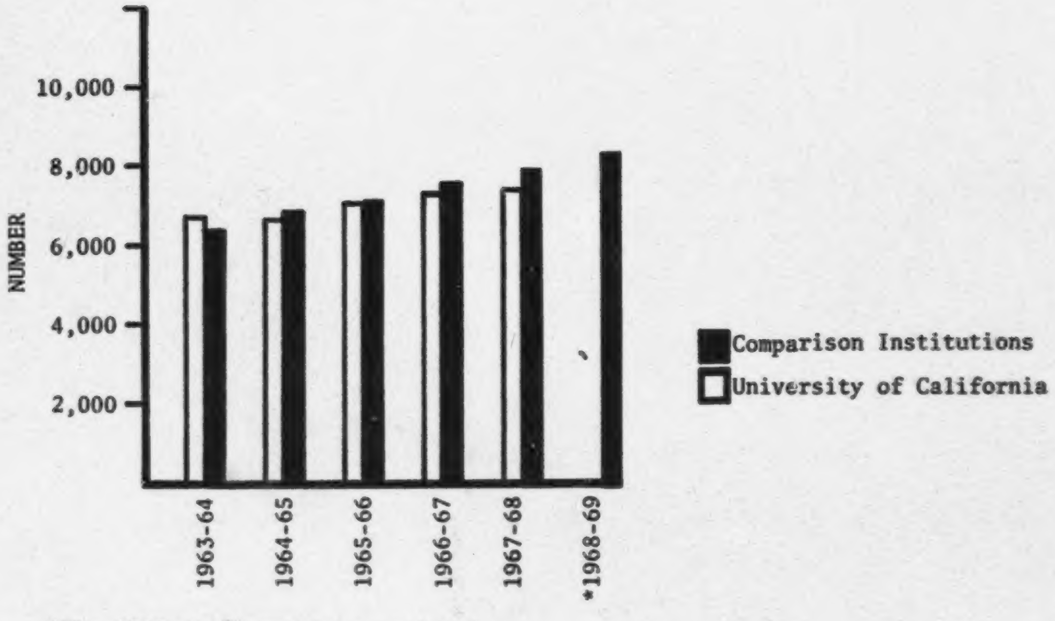


Figure A-8

INSTRUCTOR



*The 1968-69 figure is a projection.

TABLE A-1

University of California--Comparison of Full-Time Faculty by Rank at U.C. And Five and Eight Major Universities a/ b/
(9 Month, Total University Excluding Law, Dentistry, and Medicine)

University of California	1963-64 No.	1963-64 %	1964-65 No.	1964-65 %	1965-66 No.	1965-66 %	1966-67 No.	1966-67 %	1967-68 No.	1967-68 %
Professor	963	33.4%	1,092	30.9%	1,172	28.0%	1,318	28.6%	1,567	31.5%
Assoc. Prof.	647	22.5	661	18.7	790	18.9	856	18.6	895	18.0
Assist. Prof.	1,144	39.7	1,436	40.6	1,792	42.9	2,041	44.3	2,142	43.1
Instructor	126	4.4	346	9.8	428	10.2	390	8.5	369	7.4
All Ranks	2,880	100.0	3,535	100.0	4,182	100.0	4,605	100.0	4,973	100.0
Big Five										
Professor	1,337	41.3	1,555	43.2	1,659	42.5	1,765	42.5		
Assoc. Prof.	647	20.0	740	20.5	776	19.9	820	19.7		
Assist. Prof.	799	24.7	902	25.0	1,034	26.4	1,162	28.0		
Instructor	452	14.0	407	11.3	438	11.2	406	9.8		
All Ranks	3,235	100.0	3,604	100.0	3,907	100.0	4,153	100.0		
Big Eight										
Professor	2,534	36.8	2,846	37.4	3,086	36.6	3,300	36.2	2,697	38.3
Assoc. Prof.	1,446	21.0	1,610	21.1	1,745	20.7	1,870	20.5	1,434	20.4
Assist. Prof.	1,883	27.3	2,088	27.5	2,407	28.4	2,654	29.2	2,134	30.3
Instructor	1,033	15.0	1,061	14.0	1,210	14.3	1,280	14.0	770	10.9
									7,036*	100.0*
All Ranks	6,896	100.0	7,605	100.0	8,448	100.0	9,104	100.0		

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a/ 1) On the new definitional basis (eight comparison institutions and all faculties excluding law, medicine, and dentistry) data are not available for the current year at this time.
2) When such data are available, they will be furnished immediately to the Coordinating Council.

b/ Based on budgeted faculty F. T. E. as of July 1, 1967.

*Data available on 7 institutions only for 1967-68.

SOURCE: University of California

TABLE A-2

University of California--Sources of New Full-Time Faculty
1967-68

	Regular Ranks				Irregular Ranks						
	Prof.	Assoc. Prof.	Asst. Prof.	Inst.	Actg. Prof.	Assoc. Prof.	Actg. Asst. Prof.	Actg. Instr.	100% Lect.	Assoc.	Total
C.S.C.		1	4				1		5		11
U.C.	12	23	96	5		2	4		45		187
Cal. Private	3	5	5				1		6		20
U.S. Universities (Other)	55	21	56	1		2	5	1	34		175
Foreign Universities	8	6	6			1			10		31
Industry, Govt., & Other non-academic	19	11	22	1	6	3	3				65
Graduate Study			62	16	1		116	49	4		248
Other*		1	34	4			4		16		59
TOTAL	97	68	285	27	7	8	134	50	120		796

SOURCE: University of California

*Including Post-Doctoral Fellowships.

TABLE A-3
University of California
Terminations Among Full-Time Regular Faculty By Rank During 1966-67

Rank	Number of Death or Retirement	Percent of Rank Death or Retirement	Number of Resignations	Percent of Rank Resigning	Total Number of Terminations	Percent of Rank Terminating
Professor	28	1.58%	39	2.21%	67	3.79%
Assoc. Professor	6	.06	33	3.37	39	3.98
Tenured Ranks	34	1.23	72	2.62	106	3.86
Asst. Professor	1	.15	155	10.16	156	10.22
Instructor	0	0.	27	29.35	27	29.35
Ranks w/o Tenure	1	.16	182	11.25	183	11.31
TOTAL ALL RANKS	35	.01	254	5.82	289	6.62

SOURCE: University of California

TABLE A-4
California State College - Full-Time Faculty By Rank In The California State Colleges And In The Comparable Institutions

	1963-64		1964-65		1965-66		1966-67		1967-68	
							(8 institutions only)*			
Ten Institutions		%		%		%		%		%
Professor	1162	24.6	1366	24.0	1475	24.0	1772	24.87	1762	24.33
Assoc. Prof.	1204	25.5	1421	24.9	1517	24.7	1719	24.12	1784	24.64
Assist. Prof.	1371	29.0	1735	30.4	1896	30.9	2227	31.25	2315	31.97
Instructor	992	21.0	1177	20.7	1251	20.4	1407	19.74	1379	19.04
All Ranks	4729	100.1	5699	100.0	6139	100.0	7125	100.00	7240	100.00
Eighteen Institutions										
Professor							4990	28.13	5104	27.72
Assoc. Prof.							4256	24.00	4457	24.21
Assist. Prof.							5392	30.40	5683	30.87
Instructor							3095	17.45	3163	17.18
All Ranks							17733	100.00	18407	100.00
Calif. State Colleges										
Professor	1235	23.2	1392	24.0	1662	26.1	1872	26.09	1979	26.0
Assoc. Prof.	1521	28.6	1692	29.2	1714	27.0	1868	26.03	2009	26.4
Assist. Prof.	2287	43.0	2431	41.9	2614	41.1	3039	42.35	3196	42.0
Instructor	270	5.1	285	4.9	367	5.8	396	5.51	426	5.6
All Ranks	5313	94.9	5800	100.0	6357	100.0	7175	100.00	7610	100.0
Eighteen Institutions							17733	100.00	18407	100.0

*1966-67 and 1967-68 reflect the omission of the two institutions deleted from the original ten by agreement with Coordinating Council for Higher Education staff, the California State Colleges and others.

SOURCE: California State Colleges

TABLE A-5

California State Colleges Percentage of Full-Time Faculty Holding Doctorates

	1959-60	1964-65	1965-66	1966-67	1967-68
Professor	89.6	82.8	81.5	81.4	81.5
Associate Professor	70.2	67.4	65.9	64.1	63.0
Assistant Professor	46.8	40.6	38.4	36.4	34.0
Instructor	9.9	4.0	1.9	1.0	1.0
All Ranks	58.7	56.7	54.8	53.4	52.2

SOURCE: California State Colleges

TABLE A-6

California State Colleges Sources of New Faculty

1967-68

	Full-Time				
	Professor	Associate Professor	Assistant Professor	Instructor	Total
Another Calif. State College	5	8	59	7	79
Univ. of California	4	6	66	16	92
Calif. Junior Colleges	2	2	28	2	34
Out-of-state college or univ.	30	50	223	21	324
Out-of-state junior colleges	0	0	1	0	1
Non-academic:					
a) Commerce or industry	6	15	73	5	99
b) Government	4	11	37	4	56
c) The professions	2	7	40	5	54
Directly from graduate study (in California)	0	0	94	33	127
Directly from graduate study (out-of-state)	0	1	140	18	159
Elementary or Secondary Schools	2	5	52	18	77
Other Sources	7	10	111	25	153
TOTAL	62	115	924	154	1255

SOURCE: California State Colleges

TABLE A-7

California State Colleges Terminations of Full-Time Faculty

Rank	No. Death or Retirement	% of Rank Death or Retirement	No. Vol. Resign.	% of Rank Vol. Resign.	No. Not Rehired	% of Rank Not Rehired	No. of Term.	% of Rank Term.
Professor	30	1.6	22	1.2	25	1.3	77	4.1
Assoc. Professor	10	.5	37	2.0	23	1.2	70	3.7
Asst. Professor	12	.4	215	7.1	165	5.4	392	12.9
Instructor	0	0	52	13.1	125	31.6	177	44.7
Total All Ranks	52	.7	326	4.5	338	4.7	716	10.0
No. w/Tenure	42		71		2		115	
No. w/o Tenure	10		225		336		601	

SOURCE: California State Colleges

TABLE A-8

Junior College Academic and Vocational Faculty: Vacancies, Preparation and Recruitment

1. Number of permanent, probationary, or conditional day classroom teachers as of September, 1966.

a. Academic	7397	
full-time		7076
part-time		321
b. Vocational	1397	
full-time		1184
part-time		213
TOTAL	8794	

2. Number of new teachers appointed for fall 1967.

a. Academic	1116	
full-time		933
part-time		183
b. Vocational	288	
full-time		206
part-time		82
TOTAL	1404	

3. Number of teaching positions unfilled as of September, 1967.

TOTAL	26

4. Number of day classroom teachers lost between October, 1966 and September, 1967.

a. Permanent	468
b. Probationary or conditional	408
TOTAL	876

5. Reason for loss:

a. Death	30
b. Retirement	105
c. Vol. Resignation	404
d. Term. by College-initiated action	39
e. Transfer within district	125
f. On leave of absence	173
TOTAL	876

6. Academic preparation of day classroom teachers.

a. Doctorate	648
b. Master's degree	6637
c. Bachelor's degree	1147
d. Other	1766
TOTAL	10,198

7. Academic preparation of new teaching staff appointees for fall 1967.

a. Doctorate	48
b. Master's degree	928
c. Bachelor's degree	215
d. Other	213
TOTAL	1404

8. Recruitment sources of new teaching staff appointed for fall 1967.

a. Graduate study	204
b. Other public Junior College within district	121
c. California public Junior College outside district	113
d. University of California staff	13
e. California State College staff	43
f. Calif. private college staff	22
g. College staff outside Calif.	63
h. Calif. high school staff	299
i. Out-of-state high school staff	18
j. Business, industry or govt.	190
k. Military service	2
l. Out-of-state junior college	1
m. Foreign countries	3
n. Other sources	147
o. Not indicated	165
TOTAL	1404

9. Number of permanent, probationary, or conditional day classroom teachers as of September, 1967.

TOTAL	10,198

TABLE A-9

Comparison of Salaries of the University of California, The California State Colleges, University Comparisons[1] And California State College Comparisons[2]

All Ranks (Adjusted Weighted Average)

Year	University of California[4]	California State Colleges	University Comparison Institutions	CSC Comparison Institutions
1958-59	$ 8,936	$ 7,463	$ 8,961	$ 7,386
1959-60	9,420	7,847	9,626	7,868
1960-61	10,225	8,538	10,137	8,490
1961-62	10,187	8,582	10,367	8,888
1962-63	10,735	9,149	10,786	9,398
1963-64	10,803	9,216	11,151	9,893
1964-65	11,190	9,696	11,595	10,291
1965-66	11,614	10,624	11,455	10,795
1966-67	12,095	11,280	12,131	11,551
1967-68	12,892	11,850	12,918	12,234
1968-69[3]			13,597	13,039

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[1] Yale, Columbia, Michigan, Harvard, Chicago (1958-59); Princeton (1960-61 to 1962-66); Cornell, Illinois, Harvard, Michigan, Stanford, SUNY-Buffalo, Wisconsin, and Yale data 1966-67 to present.

[2] Bowling Green, Brooklyn, Carleton, Colorado State, Occidental, Pomona, Purdue, Rutgers, Southern Illinois, and Wesleyan for 1965-66 and prior years. For 1966-67 to 1968-69, Bowling Green, Brandeis, Brooklyn, Brown, Colorado, Iowa State, Kentucky, Massachusetts, Michigan State, Minnesota, Northwestern Oregon, Pennsylvania State, Purdue, Rutgers, Southern Illinois, SUNY-Albany, and Wayne State.

[3] Projected on the basis of the average of annual salary increases during the past five years.

[4] Through 1965-66 U.C. arts and sciences faculty only; five comparison institutions. After 1965-66, U.C. total faculty excluding law, dentistry, and medicine; eight comparison institutions.

SOURCES: CCHE, January 1967, Faculty Salaries, Fringe Benefits and Recruitment report; CSC data for 1965-66, 1966-67, and 1967-68 from their questionnaire.

TABLE A-10

Comparison of Salaries of the University of California, The California State Colleges, University Comparisons, The State College Comparisons, Average Salaries-Professor

Year	University of California	California State Colleges	University Comparison Institutions[2]	CSC Comparison Institutions
1958-59	$12,550	$10,153	$12,789	$ 9,971
1959-60	13,064	10,625	13,622	10,642
1960-61	14,074	11,450	14,247	11,511
1961-62	14,157	11,523	14,500	12,047
1962-63	14,669	12,173	15,456	12,535
1963-64	14,943	12,168	14,797	13,131
1964-65	15,788	13,008	15,570	13,876
1965-66	17,122	14,136	16,390	14,758
1966-67	17,617	15,096	17,401	15,525
1967-68	18,209	15,851	18,116	16,671
1968-69[1]			19,057	17,676

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[1] Projected from the average weighted increase in salary in the rank in each set of comparison institutions.

[2] From 1958 through 1963, there are 5 comparison institutions. From 1963 on, there are 8 comparison institutions.

Percentage Increase of Prior Years

	1964-65	1965-66	1966-67	1967-68
Univ. of California	5.7%	8.4%	3.0%	3.2%
Calif. State Colleges	6.9%	8.7%	6.7%	5.0%
Univ. Comparison Institutions	5.2%	5.3%	6.2%	4.1%
CSC Comparison Institutions	5.7%	6.4%	5.2%	7.4%

Average Yearly Percentage Increase
1963-64 to 1967-68

Univ. Comparison Institutions	5.2%
CSC Comparison Institutions	6.1%

TABLE A-11

Comparison of Salaries of the University of California, The California State Colleges, University Comparisons, The State College Comparisons, Average Salaries-Associate Professor

Year	University of California	California State Colleges	University Comparison Institutions[2]	CSC Comparison Institutions
1958-59	$ 8,522	$ 7,783	$ 8,573	$ 7,604
1959-60	9,054	8,146	9,172	8,171
1960-61	9,668	8,719	9,514	8,700
1961-62	9,668	8,974	9,784	9,221
1962-63	10,441	9,425	10,255	9,633
1963-64	10,482	9,444	10,215	10,166
1964-65	10,994	10,032	10,791	10,578
1965-66	11,789	10,836	11,424	11,201
1966-67	12,085	11,460	12,137	11,746
1967-68	12,650	12,033	12,704	12,520
1968-69[1]			13,416	13,190

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[1] Projected from the average weighted increase in salary in the rank in each set of comparison institutions.

[2] From 1958 through 1963, there are 5 comparison institutions. From 1963 on, there are 8 comparison institutions.

Percentage Increase of Prior Years

	1964-65	1965-66	1966-67	1967-68
Univ. of California	4.8%	7.2%	2.1%	4.9%
Calif. State Colleges	6.2%	7.2%	5.7%	5.0%
Univ. Comparison Institutions	5.6%	5.9%	6.2%	4.7%
CSC Comparison Institutions	4.0%	5.9%	4.9%	6.6%

Average Yearly Percentage Increase

Univ. Comparison Institutions	5.6%
CSC Comparison Institutions	5.3%

TABLE A-12

Comparison of Salaries of the University of California, The California State Colleges, University Comparisons, State College Comparisons, Average Salaries-Assistant Professor

Year	University of California	California State Colleges	University Comparison Institutions[2]	CSC Comparison Institutions
1958-59	$ 6,646	$ 6,499	$ 6,524	$ 6,528
1959-60	6,971	6,819	6,977	6,875
1960-61	7,546	7,359	7,276	7,323
1961-62	7,493	7,360	7,583	7,607
1962-63	8,148	7,774	7,791	8,040
1963-64	8,159	7,776	8,221	8,382
1964-65	8,548	7,932	8,620	8,620
1965-66	9,182	8,712	9,075	9,072
1966-67	9,462	9,264	9,609	9,531
1967-68	10,055	9,727	10,068	10,203
1968-69[1]			10,591	10,718

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[1] Projected from the average weighted increase in salary in the rank in each set of comparison institutions.

[2] From 1958 through 1963, there are 5 comparison institutions. From 1963 on, there are 8 comparison institutions.

Percentage Increase of Prior Years

	1964-65	1965-66	1966-67	1967-68
Univ. of California	4.8%	7.4%	2.6%	6.6%
Calif. State Colleges	2.0%	9.7%	6.3%	4.9%
Univ. Comparison Institutions	4.8%	5.3%	5.9%	4.7%
CSC Comparison Institutions	2.8%	5.2%	5.1%	7.0%

Average Percentage Yearly Increase

Univ. Comparison Institutions	5.2%
CSC Comparison Institutions	5.0%

TABLE A-13

Comparison of Salaries of the University of California, The California State Colleges, University Comparisons, The State College Comparisons, Average Salaries-Instructor

Year	University of California	California State Colleges	University Comparison Institutions[2]	CSC Comparison Institutions
1958-59	$ 5,464	$ 5,499	$ 5,146	$ 5,345
1959-60	5,766	5,755	5,651	5,554
1960-61	6,128	6,228	5,891	5,883
1961-62	6,110	6,234	6,147	6,028
1962-63	6,703	6,601	6,393	6,440
1963-64	6,700	6,612	6,489	6,557
1964-65	6,577	6,720	6,785	6,762
1965-66	6,985	7,452	7,075	7,070
1966-67	7,239	7,944	7,504	7,345
1967-68	7,370	8,341	7,903	7,871
1968-69[1]			8,302	8,200

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[1] Projected from the average weighted increase in salary in the rank in each set of comparison institutions.

[2] From 1958 through 1963, there are 5 comparison institutions. From 1963 on, there are 8 comparison institutions.

Percentage Increase of Prior Years

	1964-65	1965-66	1966-67	1967-68
Univ. of California	1.8%	6.2%	3.4%	1.9%
Calif. State Colleges	1.6%	10.9%	6.6%	5.0%
Univ. Comparison Institutions	4.6%	4.2%	6.1%	5.3%
CSC Comparison Institutions	3.1%	4.5%	3.9%	6.7%

Average Percentage Yearly Increase

Univ. Comparison Institutions	5.0%
CSC Comparison Institutions	4.6%

APPENDIX B

JOB DESCRIPTIONS FOR LIBRARIANS

The California State Colleges

Librarian I

Beginning professional and trainee level requiring a college or university education, plus a fifth year in library science from an accredited library school. No professional library experience is required.

Librarian II

An experienced professional librarian performing varied and difficulty professional library work under general supervision; may also supervise a few clerical or student assistants, but this responsibility is not the primary assignment.

Librarian III

A senior professional librarian having responsibility (a) for planning, organizing and directing the work of a small section or department; or (b) for independently performing especially difficult or specialized work in a given function or service.

Librarian IV

Professional librarian having supervisory and management responsibility for planning, organizing and directing the work of a major department of the library (e.g., Head of Reference, Cataloging, Acquisitions, etc.).

Librarian V

Professional librarian having considerable management responsibility for directing the work of a major division within the library (e.g., Chief of Reader or Public Services, Chief of Technical or Processing Services).

Assistant College Librarian

Professional librarian who coordinates the work of major divisions within the library; shares with the chief librarian the responsibility for technical and administrative direction of the library.

College Librarian

Chief librarian or director of libraries who assumes responsibility for the management and operation of the entire library, integrating its work with that of other college or university departments; makes final decisions or policies, plans and programs.

The University of California

Librarian I

Entry professional level. Performs a variety of professional library work under direction. Service in this class would usually be for two or three years during which time careful supervision would be given in order that incumbents be prepared for more independent responsibility.

Librarian II

Full professional level. Performs difficult professional work with considerable independence, applying knowledge of library methods and often of a specialized subject field. May supervise non-professionals and/or serve in a team leader role over other professional librarians. Management and supervision, although they may be exercised, do not require the major portion of time.

Librarian III

Performs complex professional work and assumes responsibility for (1) the administration of a moderately large department, branch, or unit of a large, general library or of a major function of a general library or principal collection;

(2) application of difficult analytical techniques to aspects of library operation, or (3) development and/or management of specialized collections involving selection of material, guidance in technical processing, interpretation of the collection, and provision of advanced reference service for users.

Librarian IV

Positions in this class are characterized by substantial independent responsibility and action. Incumbents have overall responsibility, frequently assignable in only general terms for (1) the administration of a large branch, large department, or a group or departments of a large, general library or for technical or public services or one of the most complex departments of a general library or principal collection; (2) application of difficult analytical techniques to a number of aspects of library operations, frequently working in great detail on a major element of activity; application of various technologies, machines, and systems to several aspects of library operations or one broad aspect in great detail; or (3) development and/or management of (a) a subject collection, selectively developed, to at least the general research level, (b) a group of subjects selectively developed jointly with an academic work, and (c) exhaustive area, language, or subject collection with responsibility for complex problems in developing the collection.

Librarian V

Positions in this class are characterized by a very high degree of independent responsibility and action. Incumbents have overall responsibility, usually assignable in very general terms for (1) the administration of one of the most complex departments of a large general library or of a principal collection; (2) application of complex analytical techniques to all aspects of library operations and the development of new routines and services, using advanced techniques from business and industry as well as from librarianship; or (3) development and/or management of (a) an extensive collection in a major discipline, group of languages, or large geographical area, (b) an extensive specialized collection involving several subject fields and containing material of primary interest to researchers, (c) an exhaustive collection covering a broad subject or important segment of a subject.

Assistant University Librarian

Positions in this class provide administrative assistance to the University Librarian. Incumbents are delegated responsibility for the work of groups of departments and for carrying out or directing work of general management, with authority to act within the limits of established policy. With the University Librarian, they formulate new plans and policy and seek solutions to problems involving the whole library or major areas of the library.

Associate University Librarian

Positions in this class provide the highest level of direct participation with the University Librarian in all aspects of library planning and administration. The incumbent is delegated full responsibility for acting as the University Librarian's deputy in his absence, and among a group of Assistant University Librarians and staff officers, the Associate is the senior executive officer and carries line responsibility for all specific tasks assigned to him. The incumbent may also be delegated responsibility for a group of departments.

APPENDIX C

LIBRARY VOLUMES AS OF 1966 AND VOLUMES ADDED DURING 1965-66 FOR THE UNIVERSITY OF CALIFORNIA AND ITS COMPARISON INSTITUTIONS

Institution (Comp. 8)	Number Volumes	Number Volumes Added	Institution (U.C.'s)	Number Volumes	Number Volumes Added
A	7,600,357	208,534	Berkeley	3,179,633	155,175
B	4,995,398	178,937	Los Angeles	2,333,442	142,002
C	4,083,634	197,190	Davis	470,481	95,707
D	3,516,355	142,859	Santa Barbara	386,411	69,187
E	2,892,539	171,012	Riverside	354,424	42,321
F	2,764,211	177,684	San Diego	336,811	77,222
G	1,746,321	108,627	S. F. Med Center	296,721	18,634
H	726,374	111,449	Irvine	119,025	33,539
			Santa Cruz	100,053	19,887

LIBRARY VOLUMES AS OF 1966 AND VOLUMES ADDED DURING 1965-66 FOR CALIFORNIA STATE COLLEGES AND THEIR COMPARISON INSTITUTIONS

Institution (Comp. 18)	Number Volumes	Number Volumes Added	Institution (C.S.C.'s)	Number Volumes	Number Volumes Added
I	2,484,402	109,758	San Jose	344,025	35,274
J	1,771,899	65,605	San Diego	326,391	29,357
K	1,289,554	85,993	San Francisco	298,281	28,789
L	1,224,528	80,840	Los Angeles	276,916	40,345
M	1,150,052	40,310	Long Beach	224,227	28,486
N	1,131,070	63,135	San Fernando	200,852	38,461
O	1,112,743	58,710	Sacramento	193,231	21,818
P	992,242	64,798	San Luis Obispo	178,238	20,341
Q	891,396	77,249	Chico	141,951	15,123
R	774,362	N. A.	Fullerton	102,917	17,645
S	770,666	62,796	Kellogg	97,511	15,683
T	586,627	22,215	Humboldt	97,346	6,313
U	461,630	37,460	Sonoma	71,420	7,319
V	456,472	31,803	San Bernardino	57,592	4,552
W	427,714	71,838	Stanislaus	53,857	5,168
X	373,899	31,152	Dominguez Hills	52,337	0
Y	335,286	27,389	Fresno	N. A.	N. A.
Z	235,949	95,256	Hayward	N. A.	N. A.

SOURCE: Library Statistics of Colleges and Universities, 1965-66 (Chicago: American Library Association, 1967).

APPENDIX D

APPENDIX D

Senate Concurrent Resolution No. 51, 1965 General Session-- Relative to Academic Salaries and Welfare Benefits

WHEREAS, The Joint Legislative Budget Committee pursuant to House Resolution No. 250, 1964 First Extraordinary Session, has had prepared and has adopted a report of the Legislative Analyst containing findings and recommendations as to salaries and the general economic welfare, including fringe benefits, of faculty members of the California institutions of higher education; and

WHEREAS, The study of the Joint Legislative Budget Committee found that the reporting of salaries and fringe benefits as it has been made previously to the Legislature has been fragmentary and has lacked necessary consistency, with the result that the Legislature's consideration of the salary requests of the institutions of higher learning has been made unnecessarily difficult; and

WHEREAS, The report recommends that the Legislature and the Governor should receive each December 1 a report from the Coordinating Council for Higher Education, plus such supplementary information as the University of California and the California State Colleges desire to furnish independently, containing comprehensive and consistently reported information as outlined specifically in the report adopted by the Joint Legislative Budget Committee; and

WHEREAS, The reporting recommended by the committee would include essential data on the size and composition of the faculty, the establishment of comprehensive bases for comparing and evaluating faculty salaries, the nature and cost of existing and desired fringe benefits, the nature and extent of total compensation to the faculty, special privileges and benefits, and a description and measurement of supplementary income, all of which affect the welfare of the faculties and involve cost implications to the state: Now, therefore, be it

RESOLVED by the Senate of the State of California, the Assembly thereof concurring, That the Coordinating Council for Higher Education in cooperation with the University of California and the California State Colleges shall submit annually to the Governor and the Legislature not later than December 1 a faculty salary and welfare benefits report containing the basic information recommended in the report of the Joint Legislative Budget Committee as filed with the President of the Senate and the Speaker of the Assembly, under date of March 22, 1965.

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